

City of Lakewood

2010 Estimate of Expense

Submitted November 11, 2009

The budget is the City's organizational master plan for the fiscal year. It is a policy document, a financial plan, an operations guide and a communications tool.

This section is designed to acquaint the reader with the document's organization in order to get the most out of the information presented.

The Estimate of Expense is a preliminary budget document required by the City of Lakewood Charter which states:

The fiscal year of the City shall begin the first day of January. On or before the fifteenth day of November in each year, the Mayor Director of Public Works and Director of Finance shall prepare an estimate of the expense of conducting the affairs of the City for the following year; this estimate shall be compiled from detailed information obtained from the various departments on uniform blanks prepared by the Director of Finance, and shall set forth:

- (a) An itemized estimate of the expense of conducting each department;
- (b) Comparisons of such estimates with the corresponding items of expenditures for the last two complete fiscal years and with the expenditures of the current fiscal year plus an estimate of expenditures necessary to complete the current fiscal year;
- (c) Reasons for proposed increases or decreases in such items of expenditures compared with the current fiscal year;
- (d) A separate schedule for each department showing the things necessary for the department to do during the year and which of any desirable things it ought to do if possible;

(e) Items of payroll increases as either additional pay to present employees, or pay for more employees;

(f) An itemization of all anticipated revenue from taxes and other sources;

(g) The amounts required for interest on the City's debt, and for bond retirement funds as required by law;

(h) The total amount of the outstanding City debt with a schedule of maturities of bond issues and any other long-term financial obligations of the City;

(i) Such other information as may be required by Council. Upon receipt of the estimate, Council shall thereafter pass, taking the estimate into consideration, temporary or permanent appropriation ordinances as provided by general law. No money, from whatever source derived, shall be appropriated for use by or at the direction of individual members of Council. Provision shall be made for public hearings upon the proposed appropriation ordinance before a committee of Council or before the entire Council sitting as a committee of the whole.

The following document is to comply with Article 3, Section 14 of the City of Lakewood Charter, and to aid in the 2010 budget process.

The Estimate of Expense is divided by section, and a **Table of Contents** is included at the beginning of the book.

The **Executive Summary**, in the very front of the book, summarizes what is going on in the budget and tells the story behind the numbers. It identifies major issues, and conveys a thorough understanding of what the budget means for this fiscal year.

An **Organizational Chart** and table of **Staffing Levels** are provided for the entire City. Organizational Charts are also provided for each department.

A budget summary is presented in the **Summary of Revenues and Expenditures** section. Included in this summary are listings of total revenues and expenditures for the past two years, the 2009 projected totals, and the 2010 preliminary budget.

Expenditures throughout the document are broken down into the following categories:

- Salaries
- Fringe Benefits
- Travel & Transportation
- Professional Services
- Communications
- Contractual Services
- Materials & Supplies
- Capital
- Utilities
- Other
- Debt Service
- Transfers and Advances

A summary of outstanding **Debt** and projected **Debt Service** is also provided.

Departmental Expenditures are grouped by division. Each section includes:

- Narratives describing the department or division's
- Description of budgetary trends
- Past and projected expenditures
- 2009 accomplishments
- 2010 & beyond goals
- Organization chart
- Staffing levels (current and historical)

Introduction & Financial Overview

How to Use this Budget Book	i
Table of Contents	iii
Executive Summary	1
Organization and Staffing Summary	5
Summary of All Funds	9
Debt Overview	13

General Government

Overview of General Government	17
Office of City Council	19
Municipal Court	23
Office of Mayor	27
Office of Civil Service	29
Human Resources	31
Law	35
Finance	39
Information Systems	43
Income Tax	45
Utility Billing	47
Vital Statistics	49
General Administration	51
Planning & Development	53

Table of Contents

Community Development.....	57
Community Relations.....	61
<u>Public Safety</u>	
Overview of Public Safety.....	65
Police and Law Enforcement.....	67
Support of Prisoners.....	73
Police & Fire Dispatch.....	77
Parking Enforcement.....	79
Animal Control.....	83
School Crossing Guards.....	85
Fire and EMS.....	87
Building & Housing.....	91
<u>Public Works</u>	
Overview of Public Works.....	95
Public Works Administration.....	97
Parks and Public Property	101
Streets & Forestry	105
Refuse and Recycling.....	109
Fleet Management.....	113
Engineering	117
Water and Wastewater Collection.....	121
Wastewater Treatment.....	125
Winterhurst Ice Rink.....	129

Human Services

Overview of Human Services	131
Human Services Administration	133
Division of Aging	137
Division of Youth.....	141
Division of Early Childhood.....	147

Table of Contents

Executive Summary

At the October 19, 2009 Council Meeting, Councilman Summers reported out on the outcome of the Oct. 12th Finance Committee meeting which recommended that the Administration strive to create a structurally balanced General Fund budget for 2010. That means budgeted expenditures should be lower than projected revenues without using any year-end balances to make up any difference.

This is especially challenging since the City's projected revenues are below what they were in 2005.

In order to create a structurally balanced budget, it is currently assumed that 2010 staffing levels, and the respective salaries associated, will hold at the current 2009 levels. It also means a significant reduction in operating expenditures.

There are many unknowns as of November 15, 2009 including:

- The City has not yet received its final 2010 property tax revenue estimates from Cuyahoga County Auditor's Office. We have been told to expect a 6% reduction but we will not get the final numbers until the first part of December.
- The union negotiations are underway with the City's seven collective bargaining units, and the budgetary results of those negotiations will more than likely not be known by the end of year, and possibly after March 31st, when by law the City must have a permanent budget in place.
- The final 2009 revenues and expenditures can only be projected, and the final numbers will be known during the first part of January 2010.

Therefore, the administration will put forth a full-year/permanent 2010 appropriation ordinance/budget, but it is acknowledged that as the above information becomes known, the budget will be revised via Council action(s) during the course of the year.

The following are the **General Fund Expenditure Assumptions as of November 15, 2009:**

	Estimated Amount
Difference Between Requests from Divisions vs. the Balanced Budget	\$ 1,367,926
Maintains the 2009 projected year-end level of salaries & benefits, except 2010 longevity level & contractual obligations. <u>NO staffing reductions or furloughs assumed of current positions.</u>	\$ 401,249
Eliminated \$250,000 for separation payments, which will be paid off of the \$850,000 encumbrance	\$ 250,000
Eliminated \$150,000 in Planning & Development Economic Development Programs (Doubles Conversion, Property Reinvestment	\$ 150,000
Reduces Hospitalization charged to depts by 6%	\$ 151,200
Reduces Workers Comp charged to depts by 6%	\$ 27,567
Reduces Operating by 7% across the board except known contractual obligations	\$ 387,910
Assumes no merit bonuses to non-union employees	\$ -

Projection As of November 15, 2009	Dec-08 Original Budget	April 2009 Budget	Current 2009 Budget	2009 Projection	2010 Requested	2010 Balanced
General Fund	Reserve balance at \$250,000	Increased reserve balance by \$600,000	Encumbered reserve balance of \$850,000		Estimate of Expenditures	Estimate of Expenditures
Fund 101: General Fund						
Beginning Balance	Not estimated since structurally Balanced Budget was presented	\$ 950,690	\$ 950,690	\$ 950,690	\$ 945,497	\$ 945,497
Revenues	\$ 37,071,550	\$ 36,762,844	\$ 36,762,844	\$ 36,176,236	\$ 34,031,477	\$ 34,031,477
Expenditures & Encumbrances including Reserve Balance	\$ 36,871,006	\$ 37,523,986	\$ 37,541,937	\$ 36,301,643	\$ 35,133,790	\$ 33,765,864
Adjustment		\$ 120,214	\$ 120,214	\$ 120,214	\$ -	
Unencumbered Ending Balance	\$ 200,544	\$ 309,762	\$ 291,811	\$ 945,497	\$ (156,817)	\$ 1,211,109
Structural Balance / Imbalance (Includes Reserve Balance Account)	\$ 200,544	\$ (761,142)	\$ (779,093)	\$ (125,407)	\$ (1,102,313)	\$ 265,612

2010 Revenue Highlights

General Fund

- Municipal Income Taxes:** Represent the largest revenue source to the City and is generated by a 1.5% tax on wages and corporate earnings. Because the income tax accounts for such a large proportion of estimated general fund revenues (50%), the amount of financial resources available to provide city services is directly related to the health of the local economy. Estimated revenues for 2010 are anticipated to be \$17,494,000, a decrease of 5.5 percent compared to 2009 final projected revenues.
- Property Taxes:** During FY 2009, there was a reappraisal of properties within Cuyahoga County. For 2010, the City of Lakewood is anticipating a decrease of real and personal property tax revenues of 6 percent to \$7,446,000, a \$476,000 decrease from 2009 budgeted revenues. This is a result of local economic factors, and the 'Housing Crisis'. Final estimated amounts will be available in December.
- Intergovernmental Revenues:** The City receives various shared revenues from the State of Ohio. These include the Local Government Fund, Estate Tax, and various fees paid from Cigarette and Liquor licenses, and reimbursements for Homestead exemptions, Rollback, and Corporate Activity (CAT) taxes. The Local Government Fund revenues have been

Executive Summary

estimated by the Ohio Department of Taxation at \$3,185,000, a reduction of \$655,000 or 17 percent from the original 2009 budgeted amount.

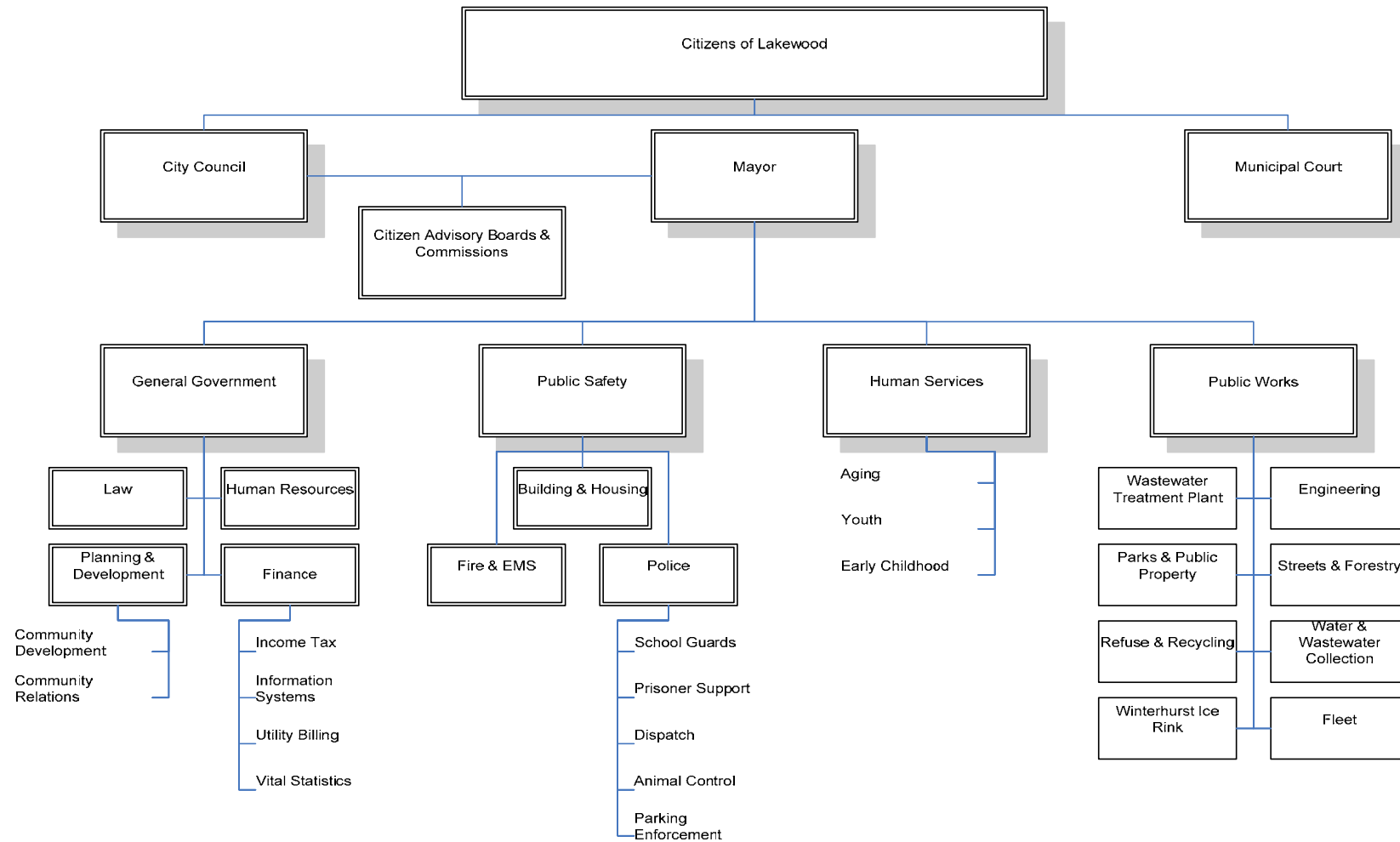
- **Interest Earnings:** The City anticipates a 70 percent decrease in interest earnings to \$60,000 in FY 2010 compared to the final 2009 projected revenues of \$200,000. This is attributable to the Federal Reserve Bank keeping short-term interest rates at 0% to .25%.

The Finance Department continues to analyze cash flows of the City and monitoring investment strategies to maximize interest earnings while minimizing risk.

Other Funds:

- **Lakewood Hospital Fund:** Total revenues are expected to increase a modest \$27,000 compared with 2009. EMS revenues are estimated at \$1,110,000.
- **Water Operating Fund:** Total operating revenues are expected to increase \$473,000 over 2009 due to anticipated increase in water rates effective January 1, 2010.
- **Wastewater Collection Fund:** Total operating revenues are expected to increase \$320,000 over 2009 due to anticipated increase in sewer rates effective January 1, 2010.
- **Parking Facilities Fund:** Total revenues are expected to increase \$70,000 from 2009 budgeted revenues due to the installation of new meters throughout the City.
- **Winterhurst Ice Rink Fund:** Total estimated revenues include reimbursement of utility costs and \$75,000 rental fee per the contract.

Staffing Summary



Full-Time Staffing Summary All Departments

Department Name	12/31/07 Full-	12/31/08 Full-	11/15/09 Full-	2010 Requested Employee Levels	2009-2010 Change
	Time Employees	Time Employees	Time Employees		
General Government					
Council	1	1	1	1	0
Court	19	19	20	20	0
Mayor's Office	2	2	2	2	0
Civil Service	1	1	1	1	0
Human Resources	3	3	3	3	0
Law	3	3	3	3	0
Finance	7	7	7	7	0
Income Tax	7	4	3	4	1
Information Systems (IS)	6	3	3	3	0
Communications ⁽¹⁾		1	1	1	0
Vital Stats ⁽²⁾		2	2	2	0
Utility Billing ⁽³⁾		4	2	2	0
Planning & Development	10	8	9	9	0
Community Relations	2	1	1	1	0
Total General Government	61	59	58	59	1
Public Safety					
Police	96	99	99	100	1
Dispatch	11	12	11	12	1
Support of Prisoners	4	4	3	4	1
Parking ⁽⁴⁾		3	3	3	0
Animal Control ⁽⁵⁾		3	3	3	0
Fire	81	78	76	78	2
EMS	13	13	13	13	0
Building & Housing	20	16	16	15	-1
Total Public Safety	225	228	224	228	4

Staffing Summary

Department Name	12/31/07 Full-Time Employees	12/31/08 Full-Time Employees	11/15/09 Full-Time Employees	2010 Requested Employee Levels	2009-2010 Change
Public Works					
Public Works Administration	3	2	2	2	0
Parks	17	13	12	13	1
Buildings & Facilities	4	2	2	2	0
Construction	4	4	4	4	0
Streets	14	13	12	13	1
Forestry	5	5	5	5	0
Traffic Signs & Signals	4	4	3	4	1
Refuse	46	43	35	35	0
Fleet	10	11	11	11	0
Water Distribution	9	8	7	7	0
Water Metering	6	6	6	6	0
Wastewater Collections	15	14	13	13	0
Wastewater Treatment	24	23	22	23	1
Engineering	6	4	4	4	0
Winterhurst ⁽⁷⁾	2	1	0	0	0
Communications ⁽¹⁾	2				0
Utility Billing ⁽³⁾	4				0
Parking ⁽⁴⁾	3				0
Total Public Works	178	153	138	142	4
Human Services					
Human Services Administration	2	2	2	2	0
Aging	33	20	18	19	1
Early Childhood	2	1	1	1	0
Youth	12	10	10	10	0
Vital Stats ⁽²⁾	2				0
Animal Control ⁽⁵⁾	3				0
Health ⁽⁶⁾	8				0
Total Human Services	62	33	31	32	1
TOTAL FULL-TIME EMPLOYEES	526	473	452	462	10

In 2008, the following organizational changes took place:

⁽¹⁾ The Communications Division was moved from the Parks & Public Properties Division to Information Systems

⁽²⁾ Vital Stats which was part of the Division of Health was moved to Finance

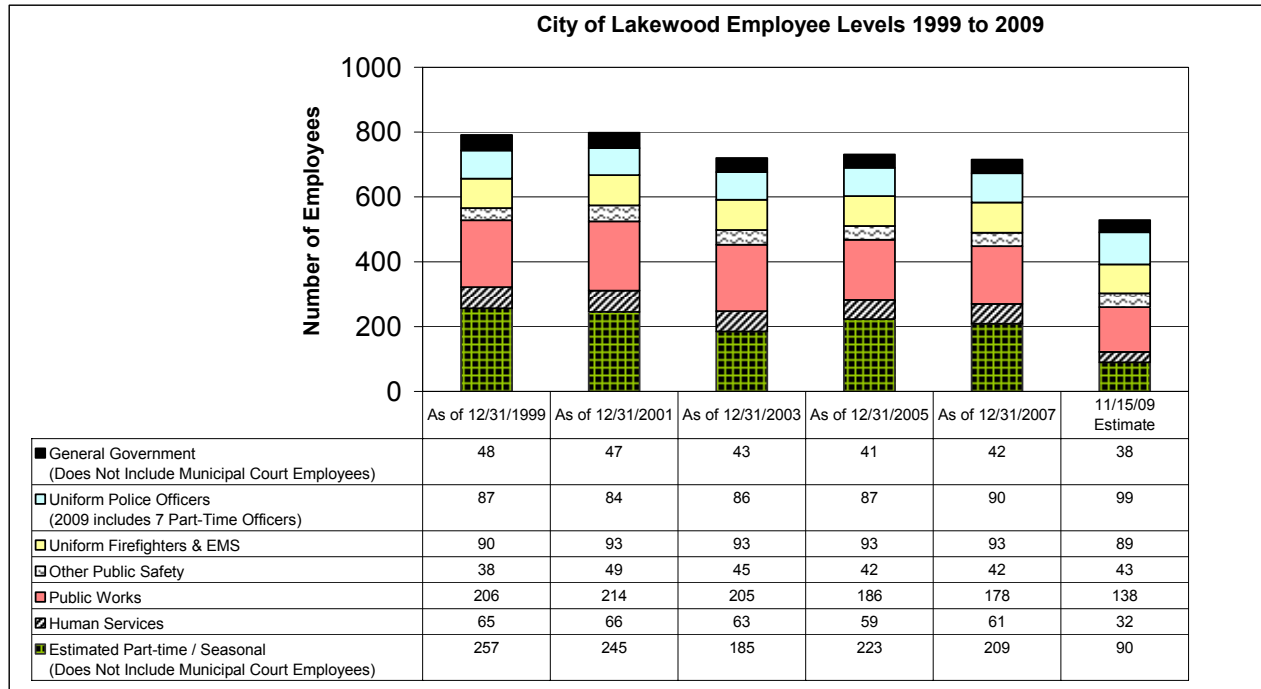
⁽³⁾ The Utility Billing Division was moved from Public Works to Finance

⁽⁴⁾ Parking Enforcement was moved from Public Works to Police

⁽⁵⁾ Animal Control was moved from Human Services to Police

⁽⁶⁾ The City contracted with the Cuyahoga County Board of Health to provide services previously provided by the City

⁽⁷⁾ The City leased Winterhurst Ice Rink to IceLand USA



Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2009 - 2010 Projected
	Audited 2007	Audited 2008	Projected 2009	Projected 2010	
Balance of January 1	25,807,789	20,604,105	21,546,785	16,705,722	
Revenues By Type					
Property Taxes	15,256,675	14,979,625	14,916,514	13,181,631	-12%
Municipal Income Taxes	18,300,458	18,247,704	18,462,751	17,494,728	-5%
Charges for Services	24,457,107	25,400,370	25,579,304	25,221,861	-1%
Licenses, Permits, and Fees	2,035,413	1,971,510	1,084,744	1,101,592	2%
Fines and Forfeitures	1,436,913	1,718,841	1,567,533	1,691,206	8%
Intergovernmental	13,832,556	12,954,514	12,769,946	13,375,159	5%
Special Assessments	111,718	159,094	181,770	159,717	-12%
Payment in Lieu of Taxes	368,523	340,341	308,520	290,008	-6%
Contribution and Donations	86,276	267,261	119,876	268,590	124%
Interest	1,812,742	766,275	293,907	97,550	-67%
Miscellaneous	865,267	1,383,914	1,486,565	1,534,893	3%
Debt Proceeds	12,586,741	9,024,000	7,874,199	7,846,000	0%
Transfers In	4,282,648	3,431,500	8,865,773	3,062,024	-65%
Advances In	60,825		-	-	
Total Revenue	95,493,862	90,644,949	93,511,402	85,324,959	-9%
Expenditures by Function					
General Government	7,433,454	7,078,723	8,707,564	8,322,139	-4%
Public Safety	23,482,717	23,333,872	23,859,077	22,941,380	-4%
Public Works	18,026,911	17,318,890	16,964,890	16,689,594	-2%
Human Services	4,340,306	3,969,570	2,723,977	2,577,430	-5%
Purchased Water	5,864,955	5,981,162	5,760,158	6,500,000	13%
Capital	20,593,697	7,223,720	9,296,463	3,241,783	-65%
Debt Service	23,955,983	16,073,855	19,928,512	18,692,971	-6%
CDBG, ESG, HOME, NSP Pass-Through	1,263,589	1,220,276	1,444,820	4,540,381	214%
Transfer or Advance Out	2,831,834	2,756,500	4,765,773	2,977,875	-38%
Hospitalization & Workers Compensation	6,275,458	5,946,455	5,597,668	5,483,859	-2%
Total Expenditures	114,068,903	90,903,022	99,048,902	91,967,411	-7%
Prior Year Encumbrances Appropriated	8,561,300	3,585,095			
Unexpended Prior Year Encumbrances	1,701	4,000			
Adjustments	4,808,356	(2,388,342)	696,437		
Balance December 31	20,604,105	21,546,785	16,705,722	10,063,270	

Note: Changes in revenues and expenditures between years can often be the result of timing of when funds are received or spent; one-time grants; bond or note proceeds; etc.

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2010 Budget with 2009 Projected Totals

	General Fund	Street Construction, Repair & Maintenance Funds	Police & Fire Pension Funds	Community Development Block Grant Fund	Office on Aging Fund	Lakewood Hospital Fund	Other Special Revenue Funds
Revenues By Type							
Property Taxes	\$ 6,581,525		\$ 2,481,578				
Municipal Income Taxes	\$ 17,494,728						
Charges for Services	\$ 1,758,285				\$ 68,400	\$ 2,254,750	\$ 11,000
Licenses, Permits, and Fees	\$ 1,100,592					\$ 1,000	
Fines and Forfeitures	\$ 1,445,250						\$ 245,956
Intergovernmental	\$ 5,295,447	\$ 1,878,000	\$ 420,710	\$ 2,422,266	\$ 204,006	\$ -	\$ 2,421,199
Special Assessments							
Payment in Lieu of Taxes							
Contribution and Donations					\$ 268,590		
Interest	\$ 60,000						
Miscellaneous	\$ 145,650	\$ 60,500				\$ 16,000	\$ 98,540
Debt Proceeds							
Transfers In	\$ 150,000				\$ 708,855		
Advances In							
Total Revenue	\$ 34,031,477	\$ 1,938,500	\$ 2,902,288	\$ 2,422,266	\$ 1,249,851	\$ 2,271,750	\$ 2,776,695
Expenditures by Function							
Salaries	\$ 21,759,403	\$ 810,747		\$ 580,373	\$ 897,230	\$ 1,321,610	\$ 621,149
Fringe Benefits	\$ 4,723,093	\$ 278,429	\$ 2,629,371	\$ 140,267	\$ 307,080	\$ 371,012	\$ 93,333
Travel and Transportation	\$ 25,265	\$ -		\$ 14,873	\$ 4,481	\$ 2,949	\$ 35,352
Professional Services	\$ 953,197	\$ 42,175		\$ 168,667	\$ 3,505	\$ 89,355	\$ 223,297
Communications	\$ 255,542	\$ 4,114		\$ 8,310	\$ 14,926	\$ 7,766	\$ 13,900
Contractual Services	\$ 1,372,222	\$ 200,500		\$ 141,000	\$ 655	\$ 211,290	\$ 303,292
Road Salt		\$ 290,000					
Materials & Supplies	\$ 1,156,851	\$ 190,575		\$ 542,188	\$ 58,539	\$ 53,083	\$ 87,040
Capital	\$ 349,655	\$ 25,300		\$ 40,175	\$ 10,642	\$ -	\$ 456,579
Utilities	\$ 972,446	\$ 101,312			\$ 43,976	\$ 5,605	\$ 9,300
Purchased Water							
Other	\$ 708,747	\$ 1,580		\$ 100,200	\$ 11,101	\$ 30,242	\$ 34,825
Reserve Balance	\$ -						
Economic Development Programs	\$ -						
Debt Service	\$ -	\$ -		\$ 72,771	\$ -	\$ -	
Transfer or Advance	\$ 1,089,443	\$ 21,289	\$ 421,800	\$ 1,600	\$ -	\$ -	\$ 363,850
CDBG, ESG, HOME, NSP Pass-Through				\$ 1,612,128			\$ 2,928,253
Income Tax Refunds	\$ 400,000						
Total Expenditures	\$ 33,765,864	\$ 1,966,022	\$ 3,051,171	\$ 3,422,552	\$ 1,352,134	\$ 2,092,912	\$ 5,170,170
Revenue over Expenditures	\$ 265,612	\$ (27,522)	\$ (148,883)	\$ (1,000,286)	\$ (102,283)	\$ 178,838	\$ (2,393,476)

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2010 Budget with 2009 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Other Revenue Funds	Hospitalization & Workers Comp Internal Service Funds	Total 2010	Total 2009
Revenues By Type								
Property Taxes	\$ 2,605,528			\$ 1,513,000			\$ 13,181,631	\$ 14,916,514
Municipal Income Taxes							\$ 17,494,728	\$ 18,462,751
Charges for Services			\$ 10,712,475	\$ 6,209,547	\$ 385,200	\$ 3,822,204	\$ 25,221,861	\$ 25,579,304
Licenses, Permits, and Fees							\$ 1,101,592	\$ 1,084,744
Fines and Forfeitures							\$ 1,691,206	\$ 1,567,533
Intergovernmental	\$ 476,537	\$ -	\$ -	\$ 256,993			\$ 13,375,159	\$ 12,769,946
Special Assessments	\$ 66,560	\$ -	\$ 48,158	\$ 45,000			\$ 159,717	\$ 181,770
Payment in Lieu of Taxes	\$ 290,008						\$ 290,008	\$ 308,520
Contribution and Donations							\$ 268,590	\$ 119,876
Interest	\$ 10,000	\$ 800	\$ 25,000	\$ 1,750	\$ -		\$ 97,550	\$ 293,907
Miscellaneous	\$ 91,851	\$ 20,834	\$ 3,418	\$ -	\$ 475,600	\$ 622,500	\$ 1,534,893	\$ 1,486,565
Debt Proceeds	\$ 7,846,000	\$ -	\$ -	\$ -	\$ -		\$ 7,846,000	\$ 7,874,199
Transfers In	\$ 2,032,915	\$ -				\$ 170,254	\$ 3,062,024	\$ 8,865,773
Advances In							\$ -	\$ -
Total Revenue	\$ 13,419,400	\$ 21,634	\$ 10,789,051	\$ 8,026,290	\$ 860,800	\$ 4,614,959	\$ 85,324,959	\$ 93,511,402
Expenditures by Function								
Salaries			\$ 176,573	\$ 1,274,128	\$ 138,059		\$ 27,579,271	\$ 28,958,479
Fringe Benefits			\$ 756,017	\$ 1,111,848	\$ 55,412	\$ 5,298,759	\$ 15,764,620	\$ 16,911,943
Travel and Transportation			\$ 250,132	\$ 247,966	\$ -		\$ 581,018	\$ 62,796
Professional Services	\$ -		\$ 51,090	\$ 55,025	\$ 713	\$ 95,100	\$ 1,682,123	\$ 1,442,509
Communications			\$ 90,084	\$ 132,020	\$ 470		\$ 527,133	\$ 390,554
Contractual Services			\$ 72,687	\$ 76,004	\$ 20		\$ 2,377,670	\$ 2,275,181
Road Salt							\$ 290,000	\$ 245,000
Materials & Supplies			\$ 121,685	\$ 388,585	\$ 17,443		\$ 2,615,989	\$ 1,988,020
Capital		\$ 1,391,334	\$ 190,173	\$ 211,750	\$ 50,000		\$ 2,725,608	\$ 5,284,530
Utilities			\$ 113,515	\$ 560,000	\$ 421,222		\$ 2,227,376	\$ 2,054,868
Purchased Water			\$ 74,575				\$ 74,575	\$ 5,760,158
Other	\$ 65,000		\$ 6,778,800	\$ 265,475	\$ 79,000	\$ 90,000	\$ 8,164,971	\$ 2,266,628
Reserve Balance							\$ -	\$ 850,000
Economic Development Programs							\$ -	\$ 75,546
Debt Service	\$ 14,169,145		\$ 1,961,816	\$ 1,375,786	\$ 34,812		\$ 17,614,330	\$ 19,782,099
Transfer or Advance		\$ 150,000	\$ 15,244	\$ 2,662,326	\$ 76,793	\$ -	\$ 4,802,346	\$ 8,865,773
CDBG, ESG, HOME, NSP Pass-Through							\$ 4,540,381	\$ 1,444,820
Income Tax Refunds							\$ 400,000	\$ 389,999
Total Expenditures	\$ 14,234,145	\$ 1,541,334	\$ 10,652,391	\$ 8,360,912	\$ 873,945	\$ 5,483,859	\$ 91,967,411	\$ 99,048,902
Revenue over Expenditures	\$ (814,745)	\$ (1,519,700)	\$ 136,660	\$ (334,623)	\$ (13,145)	\$ (868,900)	\$ (6,642,452)	\$ (5,537,500)

Summary of All Funds

2010 Scheduled Fund Balances	2010 Projected Beginning Balance	2010 Projected Revenue	2010 Projected Expenditures	2010 Projected Ending Balance
General (101) Fund	\$ 945,497	\$ 34,031,477	\$ 33,765,864	\$ 1,211,109
Special Revenue Funds				
State Highway (201) & SCMR (211) Funds	\$ 354,774	\$ 1,938,500	\$ 1,966,022	\$ 327,252
Litter Control Grant (212) Fund	\$ 11,918	\$ -	\$ 8,000	\$ 3,918
Community Festival (213) Fund	\$ 4,826	\$ 4,000	\$ 8,370	\$ 456
Police Pension (220) Fund	\$ 853,675	\$ 1,415,750	\$ 1,497,270	\$ 772,156
Fireman Pension (221) Fund	\$ 416,108	\$ 1,486,538	\$ 1,553,901	\$ 348,745
Law Enforcement Trust (222) Fund	\$ 141,308	\$ 56,500	\$ 196,331	\$ 1,478
Federal Forfeiture (225) Fund	\$ 7,326	\$ 1,000	\$ 7,300	\$ 1,026
Indigent Driver's Alcohol Treatment (230) Fund	\$ 136,090	\$ 9,000	\$ 140,000	\$ 5,090
Enforcement and Education (231) Fund	\$ 59,855	\$ 7,333	\$ 67,000	\$ 188
Political Subdivision (232) Fund	\$ 12,348	\$ 1,570	\$ 12,000	\$ 1,919
Computer Maintenance (234) Fund	\$ 38,215	\$ 36,428	\$ 60,000	\$ 14,643
Court Special Projects (235) Fund	\$ 172,261	\$ 143,355	\$ 205,453	\$ 110,163
Court Probation Services (236) Fund	\$ 70,702	\$ 37,424	\$ 55,635	\$ 52,490
IDIAM (237) Fund	\$ 7,636	\$ 7,136	\$ 7,000	\$ 7,773
Community Development Block Grant (240) Fund	\$ (788,000)	\$ 2,422,266	\$ 3,422,552	\$ (1,788,286)
Emergency Shelter Grant (241) Fund	\$ (48,880)	\$ 96,000	\$ 106,001	\$ (58,881)
HOME Investment Program (242) Fund	\$ (403,044)	\$ 263,938	\$ 986,807	\$ (1,125,913)
Energy Efficiency Block Grant (244) Fund	\$ -	\$ 360,655	\$ 360,555	\$ 100
Neighborhood Stabilization Program (245) Fund	\$ 15,276	\$ 1,056,940	\$ 1,346,627	\$ (274,411)
HPSP (246) Fund	\$ 900,906	\$ -	\$ 900,906	\$ 0
Aging (250) Fund	\$ 117,283	\$ 1,249,851	\$ 1,352,134	\$ 15,000
Lakewood Hospital (260) Fund	\$ (37,867)	\$ 2,271,750	\$ 2,092,912	\$ 140,971
Byrne Memorial Grant (276) Fund	\$ 75,000	\$ 146,482	\$ 171,482	\$ 50,000
Help to Others (277) Fund	\$ 7,400	\$ 43,000	\$ 42,331	\$ 8,069
Juvenile Diversion (278) Fund	\$ 18,337	\$ 17,440	\$ 17,400	\$ 18,377
FEMA (280) Fund	\$ -	\$ 119,634	\$ 119,634	\$ -
Family to Family (281) Fund	\$ 37,917	\$ 368,860	\$ 351,340	\$ 55,437
Total Special Revenue Funds	\$ 2,181,369	\$ 13,561,350	\$ 17,054,960	\$ (1,312,242)
Debt Service Funds				
Bond Retirement (301) Fund	\$ 988,303	\$ 13,022,793	\$ 13,735,853	\$ 275,243
TIF Bond Retirement (302) Fund	\$ 102,595	\$ 396,607	\$ 498,293	\$ 910
Total Debt Service Funds	\$ 1,090,898	\$ 13,419,400	\$ 14,234,145	\$ 276,153
Capital Projects Funds				
Capital Improvement (401) Fund	\$ 1,185,752	\$ -	\$ 1,100,000	\$ 85,752
Land Acquisition (404) Fund	\$ 150,000	\$ -	\$ 150,000	\$ -
City Park (405) Improvement Fund	\$ 66,753	\$ 20,834	\$ 70,000	\$ 17,587
TIF Capital Improvement (406) Fund	\$ 223,234	\$ 800	\$ 221,334	\$ 2,700
Total Capital Projects Funds	\$ 1,625,740	\$ 21,634	\$ 1,541,334	\$ 106,039
Enterprise Funds				
Water Operating (501) Fund	\$ 4,909,312	\$ 10,789,051	\$ 10,652,391	\$ 5,045,972
Wastewater Collection (510) Fund	\$ 1,989,842	\$ 2,824,497	\$ 3,225,499	\$ 1,588,841
Wastewater Treatment (511) Fund	\$ 1,187,655	\$ 3,431,799	\$ 3,088,088	\$ 1,531,366
Wastewater Improvement (512) Fund	\$ 933,125	\$ 1,769,993	\$ 2,047,325	\$ 655,793
Parking Facilities (520) Fund	\$ 18,049	\$ 385,800	\$ 401,612	\$ 2,237
Winterhurst Ice Rink (530) Fund	\$ 108,556	\$ 475,000	\$ 472,334	\$ 111,223
Total Enterprise Funds	\$ 9,146,539	\$ 19,676,140	\$ 19,887,248	\$ 8,935,431
Internal Service Funds				
Hospitalization (600) Fund	\$ 1,614,343	\$ 3,999,300	\$ 4,868,200	\$ 745,443
Worker's Compensation (601) Fund	\$ 101,335	\$ 615,659	\$ 615,659	\$ 101,335
Total Internal Service Funds	\$ 1,715,679	\$ 4,614,959	\$ 5,483,859	\$ 846,778
TOTALS	\$ 16,705,722	\$ 85,324,959	\$ 91,967,411	\$ 10,063,270

Debt Overview

The City's debt policy is driven by the need to provide financing for infrastructure, park and public facility improvements, vehicles and equipment, and technological improvements, while balanced by the City's ability to repay the debt.

Per City Ordinance, 3.47 mills of property tax are obligated specifically to the repayment of debt service via the Debt Service Fund (fund 301). Furthermore, per Article XVI, Section 31 of the City Charter, 2 mills of property tax levied is for the purpose of financing the reconstruction, expansion, operation, and maintenance of the wastewater treatment plant, and the capital needs of street infrastructure, municipal buildings, parks and recreation facilities via the Wastewater Treatment Improvement Fund (fund 512).

The City's Water and Sewer Enterprise funds also issue revenue bonds for the improvement of water and sewer lines. These bonds are paid from the revenues generated by the rates charged to consumers, and they do not limit the City's ability to issue general obligation debt.

The City of Lakewood's bond rating for general obligation debt is Aa3 by Moody's Investor Services.

The following table shows the City's Long-Term Outstanding Bonds.

LONG-TERM DEBT OUTSTANDING - BONDS					
	Original Amount	Amount Outstanding as of Dec. 31, 2009	Call Date - Final Year of Payment	Type of Security	2010 Debt Service Payments
2007	\$ 10,875,000	\$ 10,090,000	12/1/2017 - 2026	GO (includes refunded Pension Bonds)	\$ 683,210
2006	\$ 10,285,000	\$ 9,465,000	7/1/2016 - 2031	Water Revenue	\$ 403,850
2006	\$ 14,320,000	\$ 13,180,000	7/1/2016 - 2031	Sewer Revenue	\$ 566,463
2005	\$ 21,610,000	\$ 14,040,000	6/1/2015 - 2025	GO (also includes GO Vedda TIF)	\$ 2,271,332
2004	\$ 4,265,000	\$ 4,090,000	7/1/2014 - 2024	GO (Rockport TIF)	\$ 404,186
2003	\$ 8,700,000	\$ 6,775,000	12/1/2011 - 2023	GO	\$ 663,145
2002	\$ 4,025,000	\$ 1,000,000	Not Callable - 2011	Water Revenue	\$ 21,756
2001	\$ 8,225,000	\$ 850,000	12/1/2011 - 2021	GO (Pension Bonds)	\$ 453,525
1998	\$ 20,355,000	\$ 5,935,000	12/1/2008 - 2017	GO	\$ 1,783,333
1995	\$ 3,125,000	\$ 1,955,000	Not Callable - 2020	Water Revenue	\$ 244,368
Total	\$ 105,785,000	\$ 67,380,000		Total	\$ 7,495,168
Total GO	\$ 74,030,000	\$ 41,780,000			
Total Revenue	\$ 31,755,000	\$ 25,600,000			

Since 1995, the City has issued over \$150.7 million in obligations towards the improvement of infrastructure via general obligation and water and sewer revenue bonds.

SHORT -TERM DEBT OUTSTANDING - NOTES

	Original Amount	Maturity Date	Coupon Rate	2009 Debt Service Payments
2007	\$ 969,971	4/15/2010	3.000%	\$ 999,070
2008	\$ 3,351,029	4/15/2010	3.000%	\$ 3,451,560
2009	3,450,000	4/15/2010	3.000%	\$ 3,553,500
Total	\$ 7,771,000		Total	\$ 8,004,130

The City of Lakewood issues short-term debt known as Bond Anticipation Notes (BANS). In 2009, \$7.771 million in General Obligation BANS were issued to fund projections in 2007, 2008 & 2009. In 2009, \$3.45 million was issued for projects to be completed during that year. Once the actual costs of the projects are known upon completion, then the City will issue bonds to finance those costs over a longer period time that corresponds with the useful life of the improvement.

Starting in 2007, the City began using municipal capital lease financing for vehicles, equipment and computer-related capital rather than using long-term bonds for these items. The term of these leases range from five to ten years, and the City issues a request for proposal and the bank or financing company with the best interest rates and terms is awarded the lease. Municipal capital leases do not count against the City's debt capacity, and the City owes the equipment upon payment of the lease.

MUNICIPAL CAPITAL LEASES

	Original Amount	Amount Outstanding as of Dec. 31, 2009	Final Maturity Year	2010 Debt Service Payments
2006	\$171,102	\$59,523	2010	\$ 59,523
2007	\$1,664,642	\$1,253,232	2017	\$ 270,633
2008	\$5,416,546	\$4,676,593	2018	\$ 746,311
2009	\$2,175,180	\$1,899,360	2019	\$ 275,799
Total	\$9,427,470	\$7,888,708	Total	\$1,352,266

Finally, the City also enters into financial arrangements with the State of Ohio to fund road, water and sewer projects via the Ohio Public Works Commissions (OPWC), and the Ohio Water Development Authority (OWDA). Finally, in 2003 the City repaired roads using special assessment bonds.

LOANS & SPECIAL ASSESSMENTS			
	Amount Outstanding as of Dec. 31, 2009	Final Maturity Year	2010 Debt Service Payments
OWDA	\$107,652	2013	\$ 33,457
OPWC	\$4,411,394	Various	\$ 378,514
Special Assessments	\$161,326	2013	\$ 44,175
Total	\$4,680,372	Total	\$ 456,147

Under State of Ohio finance law, the City of Lakewood's outstanding general obligation debt that is supported through real estate value should not exceed 10.5 percent of total assessed property value. In addition, the outstanding general obligation debt net of voted debt should not exceed 5.5 percent of total assess property value. By law, the general obligation debt subject to the limitation is offset by amounts set aside for repaying general obligation bonds.

The following table shows the City's general obligation debt position:

DEBT POSITION		
Assessed Valuation (2009)	\$	975,998,080
2000 Census Population		56,646

Total Outstanding General Obligation Debt	
Long-Term Debt	\$ 67,380,000
Short-Term Debt (BANS)	\$ 7,771,000
Total Outstanding Debt	\$ 75,151,000
LESS Exempt Debt Not Subject to Direct Debt Limit:	
Water Revenue Bonds (1995, 2002, 2006)	\$ (12,420,000)
Self-Supporting Water GO Bonds (2005)	\$ (521,370)
Pension Bonds (2001 & 2007 Refunding Portion)	\$ (3,914,917)
TIF's (Rockport (2004) & Vedda (in 2005 Bonds))	\$ (3,565,189)
Sewer Bonds (2006 Revenue)	\$ (13,180,000)
Self-Supporting Sewer GO Bonds ('99, '03 & '05)	\$ (8,915,414)
Special Assessment Bonds (2003) and BANS	\$ (566,000)
	-
Non-Exempt Debt	\$ 32,068,110
5.5% Unvoted Debt Limit	\$ 53,679,894
Debt Leeway	\$ 21,611,784

Debt Overview

Debt Ratios	
Net Debt to Full Value	2.69%
Total Debt per Capita	\$1,326.68
Notes as a % of Total Debt	10.34%

Therefore, per the Ohio Revised Code, the City has the legal capacity to borrow upwards of \$21.6 million in general obligation debt. However, this legal level does not reflect the City's ability to repay the debt. Debt service is paid via several funds. General obligation debt and capital leases are paid primarily through the Debt Service Fund (fund 301).

Budget Overview of General Government

Total Expenditures by Division All Funds	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Office of City Council	170,600	170,451	172,418	154,988	-10%
Municipal Court	1,241,559	1,246,080	1,293,520	1,667,735	29%
Office of Mayor	181,965	258,177	231,094	221,053	-4%
Office of Civil Service	80,748	82,085	86,534	118,581	37%
Human Resources	303,795	260,067	245,713	247,608	1%
Law	568,733	558,864	559,872	558,452	0%
Finance	622,602	634,704	646,518	556,878	-14%
Income Tax	720,095	665,554	683,203	677,749	-1%
Information Systems	867,617	770,985	634,630	635,687	0%
Utility Billing	2,347,525	2,341,191	2,899,630	2,398,131	-17%
Vital Statistics & Nuisance Abatement	-	-	502,924	388,835	-23%
General Administration	3,120,951	2,264,461	2,804,517	1,875,929	-33%
Planning and Development	1,650,861	1,315,744	1,221,617	1,359,728	11%
Community Development	242,976	227,594	216,663	267,529	23%
Community Relations	150,503	111,390	108,334	107,679	-1%
CDBG, ESG, HOME, NSP Pass-Through	1,263,589	1,220,276	1,444,820	4,540,381	214%
Income Tax Refunds	400,377	302,164	389,999	400,000	3%
Total Expenditures	13,934,496	12,429,788	14,142,006	16,176,944	14%

Total Expenditures by Category All Funds	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Salaries	3,694,150	3,560,823	3,564,046	3,760,019	5%
Fringe Benefits	1,016,033	1,181,930	1,233,003	1,099,123	-11%
Travel and Transportation	17,144	12,055	15,028	34,473	129%
Professional Services	796,996	796,137	826,160	1,126,636	36%
Communications	120,817	146,765	154,105	155,109	1%
Contractual Services	130,283	198,031	452,654	581,447	28%
Materials & Supplies	91,277	83,123	94,033	125,638	34%
Capital	768,994	662,563	177,339	332,972	88%
Utilities	7,029	7,034	12,481	12,689	2%
Other	890,846	759,208	1,040,509	1,027,004	-1%
Reserve Balance	-	-	850,000	-	-100%
Economic Development Programs	268,500	31,454	75,546	-	-100%
Debt Service	2,069,670	1,989,226	1,874,878	1,876,337	0%
Transfer or Advance	2,398,789	1,479,000	1,937,405	1,105,115	-43%
CDBG, ESG, HOME, NSP Pass-Through	1,263,589	1,220,276	1,444,820	4,540,381	214%
Income Tax Refunds	400,377	302,164	389,999	400,000	3%
Total Expenditures	13,934,496	12,429,788	14,142,006	16,176,944	14%

Budget Overview of General Government

General Fund Total Expenditures by Category	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009- 2010
Salaries	3,135,070	2,968,537	2,928,974	2,934,392	0%
Fringe Benefits	838,957	956,564	965,398	862,259	-11%
Travel and Transportation	10,908	6,150	7,098	8,143	15%
Professional Services	711,430	668,186	714,996	741,347	4%
Communications	114,669	135,114	136,152	130,017	-5%
Contractual Services	39,516	127,107	101,844	67,357	-34%
Materials & Supplies	79,478	69,871	79,444	94,388	19%
Capital	17,553	1,391	9,917	24,138	143%
Utilities	4,256	4,289	3,837	3,569	-7%
Other	782,399	677,633	552,776	631,177	14%
Reserve Balance	-	-	850,000	-	-100%
Economic Development Programs	268,500	31,454	75,546	-	-100%
Debt Service	-	-	-	-	
Transfer or Advance	2,378,747	1,479,000	1,207,411	1,089,443	-10%
Income Tax Refunds	400,377	302,164	389,999	400,000	3%
Total Expenditures	8,781,860	7,427,462	8,023,393	6,986,232	-13%

Office of City Council

Description

Lakewood operates under a City Charter that provides for a Mayor/Council form of government and designates City Council as the legislative branch of Lakewood's city government. There are seven council members (3 at-large and 1 for each of the city's four wards) that serve staggered terms that last four- years.

As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city's lawmaking body, Council also monitors the operation and performance of the city budget. In addition, Council members serve as their constituents' links to their local wards.

The Clerk of Council, appointed by City Council, maintains records of proceedings of City Council and records of ordinances and resolutions adopted by City Council. The Clerk's office is the designated repository for all official documents of the City. As official parliamentarian of the City Council, the Clerk conducts council meetings and publishes the minutes to reflect all legislative action, provides notice of regular and special meetings of City Council, and provides reference and research services regarding enacted or pending legislation.

Trends

- The Office of City Council will continue to be staffed by a full-time Clerk of Council and a part-time Council liaison.

Division Budget

OFFICE OF CITY COUNCIL					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	109,491	118,257	118,856	118,856	0%
Fringe Benefits	47,881	41,106	43,052	26,358	-39%
Travel and Transportation	-	-	-	-	
Professional Services	8,023	7,707	9,103	8,465	-7%
Communications	950	872	816	759	-7%
Contractual Services					
Materials & Supplies	789	568	362	337	-7%
Capital	-	-	-	-	
Utilities					
Other	3,467	1,942	228	212	-7%
Debt Service					
Transfer or Advance					
Total	170,600	170,451	172,418	154,988	-10%

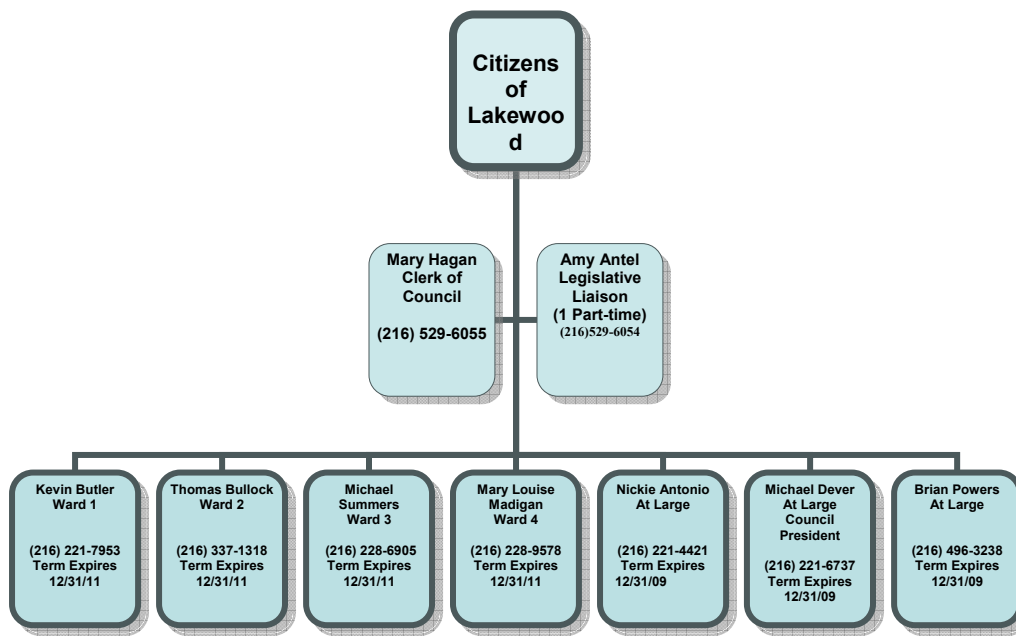
2009 Accomplishments

- Enhanced the online version of the Municipal Code (updated annually) by posting twice monthly or after every Council Meeting those ordinances that amend the Code but have yet to be codified
- Provided direction and assistance to volunteer interns in carrying out council projects and assignments
- Incorporated the Zoning Code Amendments into the General Code Book while Providing Legislative History

2010 Goals

- Expand Online Access to Council Documents
- Increase Use of video, digital and audio technology to better demonstrate the need for various Council initiatives
- Continue to Strengthen Document Management Strategies to provide the public fast, efficient access to their documents

Organizational Chart



Office of City Council

Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Council				
<u>Full Time Employees</u>				
Clerk of Council	1	1	1	1
Legislative Liaison	0	0	0	0
Total Full Time Employees	1	1	1	1
<u>Part Time Employees</u>				
Legislative Liaison	2	1	1	1
Council Members	7	7	7	7
Total Part Time Employees	9	8	8	8

Municipal Court

Municipal Court

General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	835,570	840,033	858,559	891,794	4%
Fringe Benefits	127,171	129,260	129,979	138,803	7%
Travel and Transportation	4,199	4,524	5,010	5,550	11%
Professional Services	41,126	47,244	60,807	66,050	9%
Communications	45,251	52,056	50,965	49,200	-3%
Contractual Services					
Materials & Supplies	16,469	17,459	24,510	27,150	11%
Capital	3,750	-	-	-	
Utilities					
Other	7,246	7,084	6,917	9,100	32%
Debt Service					
Transfer or Advance					
Total	1,080,782	1,097,660	1,136,747	1,187,647	4%

Indigent Driver Treatment(Fund 230)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	4,779	14,777	14,180	15,000	6%
Communications					
Contractual Services	1,740	-	3,850	125,000	3147%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	6,519	14,777	18,030	140,000	676%

Political Subdivision (Fund 232)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	-	-	12,000	
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	-	12,000	

Computer Maint (Fund 234)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	19,159	18,500	26,974	60,000	122%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	19,159	18,500	26,974	60,000	122%

Municipal Court

Court Special Projects (Fund 235)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	-	148	4,197	45,000	972%
Fringe Benefits	-	23	391	6,953	1678%
Travel and Transportation					
Professional Services	748	1,730	4,500	10,000	122%
Communications					
Contractual Services	48,781	44,437	39,975	57,500	44%
Materials & Supplies	-	3,922	5,603	6,000	7%
Capital	80,127	25,325	38,431	80,000	108%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	129,656	75,585	93,097	205,453	121%

Court Probation (Fund 236)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	-	24,462	9,032	30,000	232%
Fringe Benefits	-	3,772	1,393	4,635	233%
Travel and Transportation	-	1,603	374	1,000	167%
Professional Services	5,330	7,272	6,868	17,500	155%
Communications					
Contractual Services					
Materials & Supplies	114	1,018	1,006	2,500	149%
Capital	-	1,433	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	5,443	39,558	18,673	55,635	198%

IDIAM (Fund 237)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	-	-	7,000	
Communications					
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	-	7,000	
TOTAL	1,241,559	1,246,080	1,293,520	1,667,735	29%

Mayor's Office

Division of the Mayor's Office

Description

The Mayor's Office serves as the principle representative for the City of Lakewood. The Mayor supervises the administration of the City and sees all ordinances of the city are enforced. The employees in the Mayor's office perform a variety of functions as support staff for the Mayor.

Division Budget

OFFICE OF MAYOR					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries	121,340	188,021	169,324	168,676	0%
Fringe Benefits	36,890	50,621	50,748	42,127	-17%
Travel and Transportation	2,753	46	-	-	
Professional Services	8,860	7,572	7,494	6,970	-7%
Communications	1,644	1,702	1,932	1,797	-7%
Contractual Services	8,000	8,000	300	279	-7%
Materials & Supplies	2,124	1,681	973	904	-7%
Capital	-	-	-	-	
Utilities					
Other	355	535	322	300	-7%
Debt Service					
Transfer or Advance					
Total	181,965	258,177	231,094	221,053	-4%

2009 Accomplishments

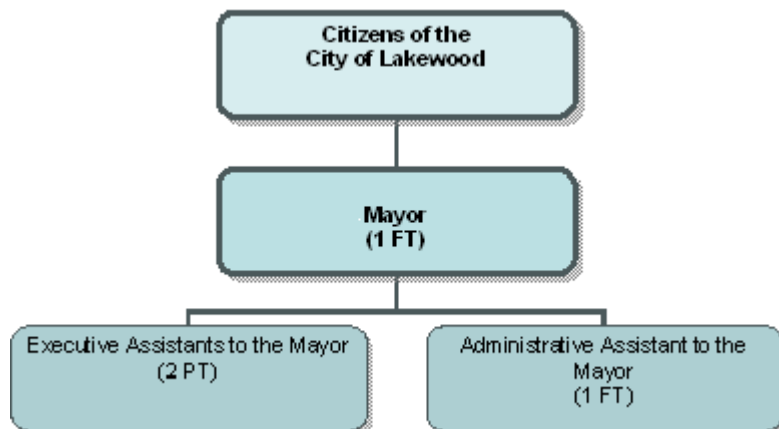
- Continued implementation of initiatives in law enforcement, wellness, technology, housing, human services, infrastructure, park improvements, and energy efficiency.
- Institution of merit-based management principles, with an emphasis on transparency, integrity and accountability.
- Provided leadership by continuing to build fiscal strength and stability, with particular focus on limiting spending while encouraging private investment in our tax base.

2010 Goals

- Continued implementation of our policy initiatives, listed above.
- Fulfillment of rational planning objectives on Detroit Avenue, our park system, and our water and sewer systems.

- Cooperation with City Council in continuing to strengthen our fiscal position through a combination of fiscal restraint and renegotiated labor contracts, while making allowances for foreseeable long term expenses and trends.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Council				
<u>Full Time Employees</u>				
Mayor	1	1	1	1
Executive Assistant to Mayor	1	0	0	0
Administrative Assistant to Mayor	1	1	1	1
<i>Total Full Time Employees</i>	3	2	2	2
<u>Part Time Employees</u>				
Executive Assistant to Mayor	0	1	1	1
Executive Assistant to Mayor II	0	1	1	1
<i>Total Part Time Employees</i>	0	2	2	2

Office of Civil Service

Office of Civil Service

Description

The Office of Civil Service creates, circulates, directs and enforces rules for the appointment, promotion, transfer, lay-off, reinstatement, suspension and removal of employees in classified service of the City.

On or before July 1 of each even numbered year, the commission reviews and makes a written report setting forth recommendations of salaries and other compensation for the Mayor and City Council members.

Trends

- Testing for Promotions in Fire and Police in order to have current eligible lists for the anticipated numbers of retirements due to DROP and normal years of service retirements.

Division Budget

OFFICE OF CIVIL SERVICE					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries	55,096	54,112	54,022	54,022	0%
Fringe Benefits	20,467	20,557	20,727	16,375	-21%
Travel and Transportation					
Professional Services	4,236	3,832	11,154	45,097	304%
Communications	515	546	502	466	-7%
Contractual Services					
Materials & Supplies	405	76	78	73	-7%
Capital	-	-	-	-	
Utilities					
Other	27	2,961	51	2,548	4870%
Debt Service					
Transfer or Advance					
Total	80,748	82,085	86,534	118,581	37%

2009 Accomplishments

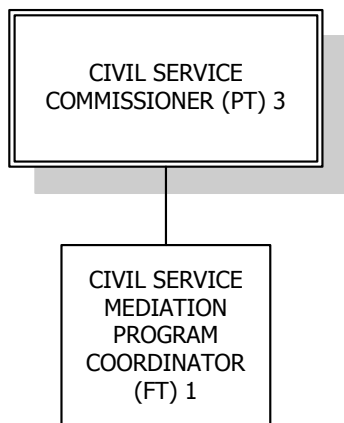
- Conducted a promotional competitive examination for the position of Fire Captain. There were 27 applicants with two appointments from the certified list. The certified list expires on June 11, 2011.
- Anticipate conducting an examination for Assistant Fire Chief before the end of the year.

- Administered several non-competitive exams in 2009 for the positions of Division Manager, Refuse and Recycling (2), Unit Manager, Refuse and Recycling (2), Human Resource Associate, Assistant Building Commissioner, Commercial Division and Division Manager, Engineering.

2010 Goals

- The Commission will be conducting promotional testing in both the Police and Fire Divisions of the city. The first round of DROP retirements will be in January of 2011 if not before. It will be essential for the City and the commission to establish a plan for examination that will aid in the development of Division Leaders and the continuity of services provided.
- We anticipate the need to conduct entry level exams for the Divisions of Fire and Police as well in order to maintain current lists of eligibility to fill open positions in a timely manner.
- Conduct a survey regarding surrounding and like communities regarding salary and other compensation for the mayor and city council members.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Council				
<u>Full Time Employees</u>				
Civil Service/ Med. Prog. Coordinator	1	1	1	1
<i>Total Full Time Employees</i>	1	1	1	1
<u>Part Time Employees</u>				
Civil Service Commissioner	3	3	3	3
<i>Total Part Time Employees</i>	3	3	3	3

Division of Human Resources

Description

The Division of Human Resources is responsible for:

- **Recruitment, Retention and Selection:** Consistent with organizational goals and objectives recruits and selects staff in conjunction with the Civil Service Commission.
- **Employee Classification and Compensation:** Administers the City's compensation programs and maintains the position classification system.
- **Labor Relations:** Administers collective bargaining agreements for seven (7) bargaining units. Conducts labor contract negotiations.
- **Equal Employment Opportunity:** Ensures fair employment practices for all regardless of their membership or non-membership in a protected class in accordance with Federal, State and Local law.
- **Employee Training and Development:** Coordinates employee training programs and administers tuition reimbursements for employees.
- **Employee Benefits:** Administers employee benefits such as health care, dental, prescription drugs, worker's compensation etc.
- **Worker's Compensation:** Administers the City's self insured Worker's Compensation in a manner which is fair and equitable for both workers and the Fund.
- **Administration:** Provides professional and technical assistance to departments in the areas of human resources management, and employee relation's issues.

Trends

- Monitor changes in employment law at the state and federal level to ensure compliance with a liberal administration trending toward greater employee protections, benefits, and interpretation of regulations such as FMLA, ADAA and FSLA.

Division of Human Resources

Division Budget

DIVISION OF HUMAN RESOURCES					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	204,691	175,638	155,112	157,759	2%
Fringe Benefits	61,177	61,093	60,253	48,003	-20%
Travel and Transportation	106	15	124	319	157%
Professional Services	25,434	11,242	16,166	22,130	37%
Communications	1,569	1,944	1,251	1,696	36%
Contractual Services					
Materials & Supplies	5,236	4,167	5,871	7,201	23%
Capital	-	-	-	-	
Utilities					
Other	5,581	5,968	6,935	10,500	51%
Debt Service					
Transfer or Advance					
Total	303,795	260,067	245,713	247,608	1%

2009 Accomplishments

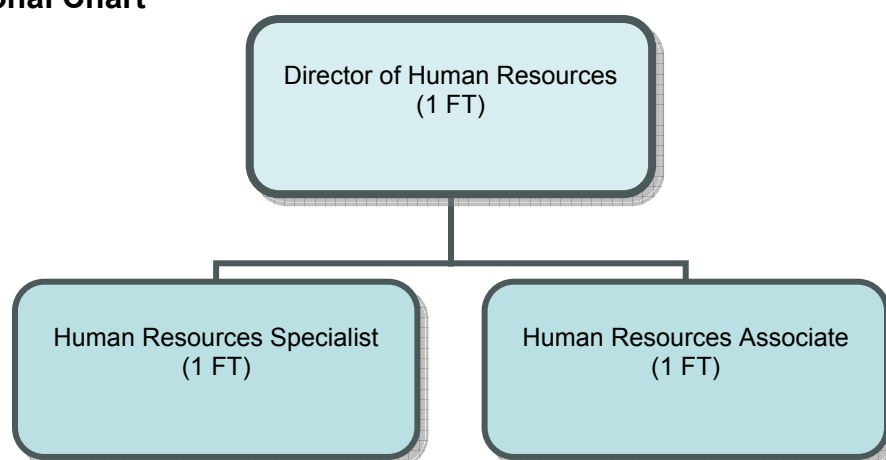
- Reduced salary costs by downgrading 1 full-time HR Specialist to the newly created HR Associate position and eliminating the PT Office Assistant.
- Prepared for and began negotiations for all seven bargaining unit contracts ensuring a timely conclusion.
- Developed, trained managers in and implemented Performance Appraisal program City-wide used to evaluate the performance of all city workers. Completion rate on appraisals was more than 70%.
- Developed and implemented a Merit Bonus program connecting non-bargaining unit employee's performance to the bonus program.
- Successfully completed the Workers' Compensation audit for self-insured employers with a near perfect score. Achieving this high level score allows for the department to administer the program with no audit requirement for three years.
- Instituted annual drivers license checks for all employees who drive city vehicles, not just those requiring a CDL.
- Planned and conducted healthy living brown bag program for all employees through EAP.
- Completed FEMA Emergency Management Institute training.

Division of Human Resources

2010 Goals

- Complete the bargaining unit negotiations in a timely manner while securing cost saving concessions.
- Complete the update of the Human Resource Policy and Procedure Manual.
- Review and revise City-wide Affirmative Action/Non-Discrimination program.
- Complete training with new Human Resources Associate to include Benefits Administration knowledge and duties.
- Create a task force to develop a manager resource book which outlines procedures for common manager tasks related to IS, HR and Finance.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Human Resources				
<u>Full Time Employees</u>				
Director of Human Resources	1	1	1	1
Human Resources Specialist	2	2	1	1
Human Resources Associate	0	0	1	1
<i>Total Full Time Employees</i>	3	3	3	3
<u>Part Time Employees</u>				
Office Assistant	1	1	0	0
<i>Total Part Time Employees</i>	1	1	0	0

Division of Law

Division of Law

The Law Department of the City of Lakewood, under the direction of the City's Law Director, functions as the attorney for the City of Lakewood and its officials by providing legal advice to the Mayor, City Council and all of the various departments. The Law Department represents the City in all court proceedings and before any administrative body. It directs and coordinates the drafting and approval of all ordinances, resolutions, contracts, and other legal documents. The Law Department protects and ensures that all business of the City is conducted in a proper and legal manner.

The Law Department's responsibilities include prosecuting all criminal violations within the City of Lakewood, including all building and housing code violations; representing and defending the City in all civil proceedings and actions, and serving as legal counsel and advisor to the City, its agencies and officials.

The Law Department provides for and conducts Prosecutor Hearings at the request of the Building, Housing and Fire Departments to gain compliance in lieu of prosecution. In addition, the Law Department provides for and oversees the City's Mediation Program for dispute resolution of minor civil infractions.

As legal advisor to the City, its Departments, Boards, Commissions and Officials, the Law Department prepares documents, renders legal opinions, conducts specialized training of City administration and employees as to legal rights, responsibilities, issues, and performs other services as required by the City Charter and the Ohio Revised Code.

Division Budget

DIVISION OF LAW					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	353,584	326,270	332,513	330,209	-1%
Fringe Benefits	101,633	113,757	112,897	107,165	-5%
Travel and Transportation	184	160	165	602	264%
Professional Services	96,929	101,354	101,267	103,381	2%
Communications	2,858	3,102	2,947	2,741	-7%
Contractual Services					
Materials & Supplies	10,815	13,570	9,616	13,922	45%
Capital	2,587	-	-	-	
Utilities					
Other	142	651	467	434	-7%
Debt Service					
Transfer or Advance					
Total	568,733	558,864	559,872	558,452	0%

2009 Accomplishments

- Conducted over 400 Prosecutor Hearings to obtain compliance with City Ordinances in lieu of prosecution in Lakewood Municipal Court.

- Drafted numerous legislative changes strengthening the ability to maintain housing stock, including but limited to the revision to the property maintenance code that strengthens the City's ability to declare property nuisances and seek abatement of those nuisances through a more streamlined process.
- Presented a redrafting of the City's Nuisance Law related to criminal activity.
- Implemented the establishment of the newly created Board of Nuisance Abatement Appeals.
- Introduced cost saving measure of organizing numerous City departments utilizing separate legal research tools under a single combined contract provided by Lexis Nexis.
- Reduced Law Department memberships and eliminated receipt of various publications.
- Worked closely with the Mayor's office and Police Department on the abatement of nuisance properties.
- Worked closely with Mayor's office and Division of Housing and Building to implement several components of the housing initiative to strengthen Lakewood's housing stock.
- Worked with the Department of Finance and Division of Housing and Building to implement an ethics policy for all vendors engaged in business with the City and all contractors registered with the City to sign and return to acknowledge the existence of such policy and applicable laws.
- Implemented a Contract Document Checklist to efficiently ensure that all applicable purchasing and contracting requirements are being met on each and every agreement approved by the Law Department.
- Drafted changes to the Traffic and Criminal Code of the Codified Ordinances to update pursuant to changes within the State code.
- Completed an audit of the City of Lakewood's towing contract along with two years worth of tow sheets along with the Division of Police to ensure compliance with the agreement.

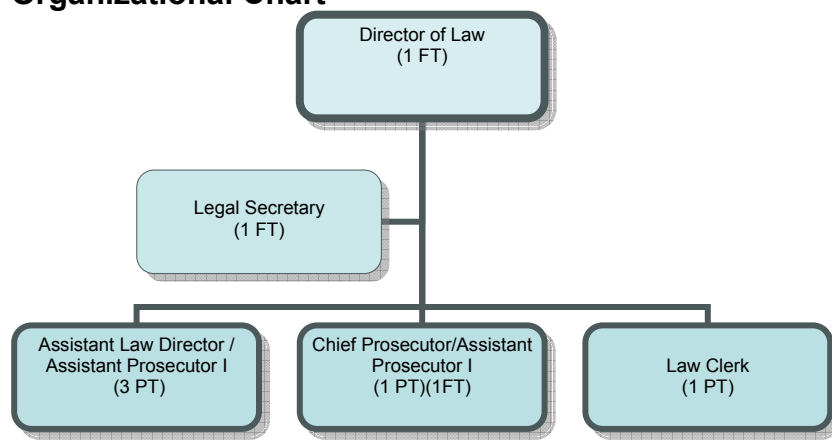
2010 Goals

- Successfully complete contract negotiations with seven bargaining units.
- Development of a comprehensive document destruction plan to address city-wide storage and imaging issues.

Division of Law

- Continue to work closely with the Building Department for prosecution of property owners not in compliance with the Building and Housing Code.
- Complete the updating of the traffic and criminal code for the codified ordinances.
- Continue to work on the introduction of new strategies implementing the Mayor's Housing Initiative with particular attention to the problem of dilapidated and vacant homes.
- Complete with the Department of Finance the development a comprehensive collections policy and procedure for City wide collections.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Law				
<u>Full Time Employees</u>				
Director of Law		1	1	1
Asst. Law Director/Pros. I	1	1	1	1
Asst. Law Director/Pros. II				
Chief Assistant Law Director	1			
Legal Secretary	1	1	1	1
<i>Total Full Time Employees</i>	3	3	3	3
<u>Part Time Employees</u>				
Director of Law	1			
Asst. Law Director/Pros. I	2	3	3	3
Chief Prosecutor	1	1	1	1
Complaint Investigator	1	1		
Law Clerk	1	1	1	1
<i>Total Part Time Employees</i>	6	5	5	5

Division of Finance

Division of Finance

Mission

The mission of the Division of Finance is to maintain and strengthen the fiscal integrity of the City of Lakewood.

Description

The Finance Department's main objective is to maintain and strengthen the City's financial integrity by performing the following administrative functions:

- Financial Reporting
- Financial and Legal Compliance
- General Accounting
- Accounts Payable
- Risk Management
- Revenue and Accounts Receivable
- Payroll
- Purchasing
- Cash Management
- Investments
- Debt Management
- Fixed Asset Management

Trends

- The State of Ohio Auditor has conducted financial audits of the City since fiscal year 2006. Beginning in 2010, the City will contract with the independent auditing firm of James G. Zupka to conduct audits for the next five years.
- The division will continue to explore methods to improve accounts receivables and collections.
- The Assistant Finance Director's salary will be split between Finance, Utility Billing and Vital Statistics beginning in 2010 reflecting that position's supervisory responsibilities.

Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	372,252	383,567	405,108	369,834	-9%
Fringe Benefits	120,614	143,735	149,311	117,304	-21%
Travel and Transportation	1,456	-	277	257	-7%
Professional Services	93,095	88,556	77,803	56,444	-27%
Communications	7,538	7,497	8,986	8,357	-7%
Contractual Services	8,500	2,343	-	-	
Materials & Supplies	4,352	4,487	3,669	3,412	-7%
Capital	9,750	357	-	-	
Utilities					
Other	5,046	4,163	1,365	1,269	-7%
Debt Service					
Transfer or Advance					
Total	622,602	634,704	646,518	556,878	-14%

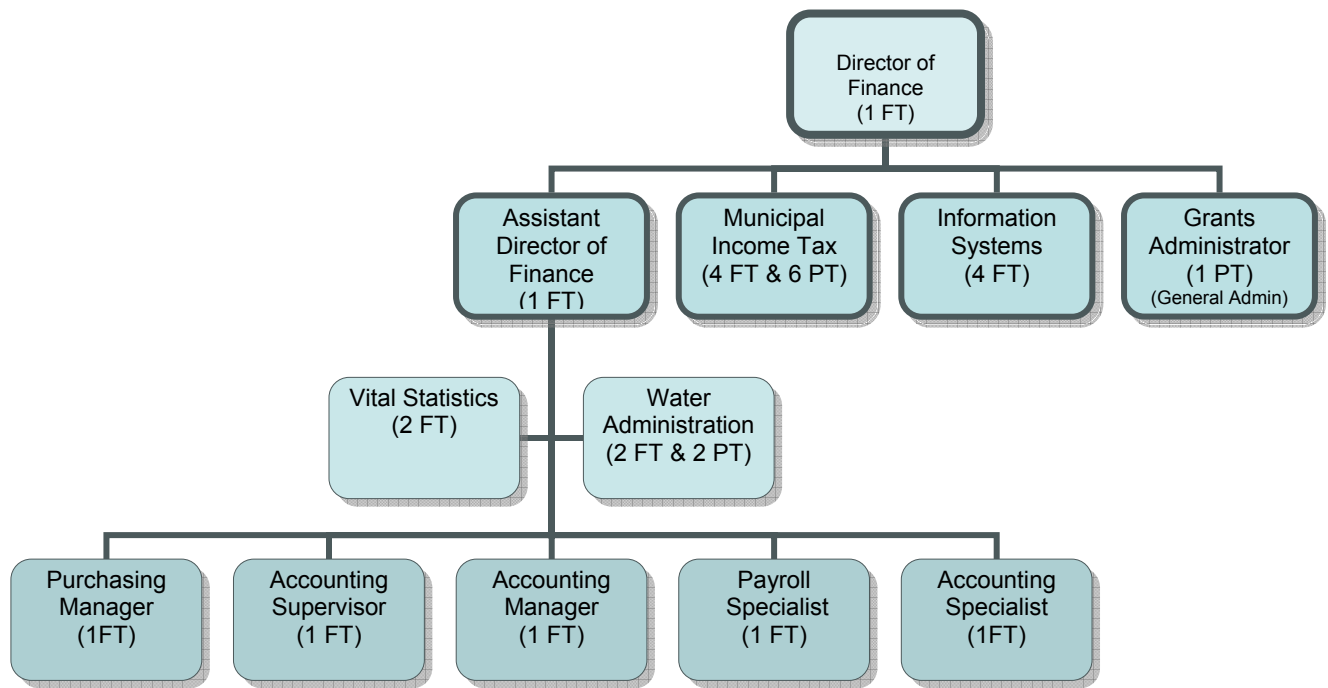
2009 Accomplishments

- Worked with the Auditor of State to complete the 2008 Finance Audit before the June 30th deadline. This was the first time in many years that this was accomplished. The audit also found fewer citations reducing the number of audit findings from four in 2007 to one in 2008.
- Completed an inventory and recorded all fixed assets throughout the City.
- Worked to complete a Utility Rate study with Raftelis Financial Consultants.

2010 & Beyond Goals

- Create and implement a centralized Accounts Receivable and Collections Policy.
- Create and distribute a Popular Annual Financial Report compliant with the Government Finance Officers Association's recommended criteria.
- Resume creating a Comprehensive Budget Document compliant with the Government Finance Officers Association's recommended criteria.

Organizational Chart



Division of Finance

Personnel

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Finance				
<u>Full Time Employees</u>				
Director of Finance	1	1	1	1
Assistant Finance Director				
II	1	0	1	1
Budget Analyst	0	1	0	0
Purchasing Manager	1	1	1	1
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Payroll Specialist	1	1	1	1
Accounting Specialist	1	1	1	1
<i>Total Full Time Employees</i>	7	7	7	7
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<u>Part Time Employees</u>				
Grants Administrator	0	1	1	1
Office Assistant	1	0	0	0
<i>Total Part Time Employees</i>	1	1	1	1

Division of Information Systems

Division of Information Systems

Description

The Division is responsible for supplying all areas of City government with information systems planning, hardware and software acquisition, configuration and technical support. The Division also manages the City's computer radio and data communication networks. Specific functions, programs and services of the Division include the following:

Trends

- Spending less and relying less on analog phone lines
- Increasing end user awareness and adoption of how to solve their application software issues by relying on support contracts
- Reduce spending on telecommunications service and add Police department to a VOIP phone system
- Increasing the use of centralized and managed software updates and decreasing the number of onsite support cases by utilizing remote desktop connections

Division Budget

DIVISION OF INFORMATION SYSTEMS					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	473,075	374,847	248,244	247,585	0%
Fringe Benefits	144,841	162,199	88,273	70,817	-20%
Travel and Transportation	106	22	-	-	
Professional Services	231,072	215,195	204,413	215,056	5%
Communications	2,413	2,215	4,088	4,804	18%
Contractual Services	8,500	2,343	66,257	50,000	-25%
Materials & Supplies	6,749	12,666	14,999	24,739	65%
Capital	-	858	7,843	22,210	183%
Utilities					
Other	860	640	514	478	-7%
Debt Service					
Transfer or Advance					
Total	867,617	770,985	634,630	635,687	0%

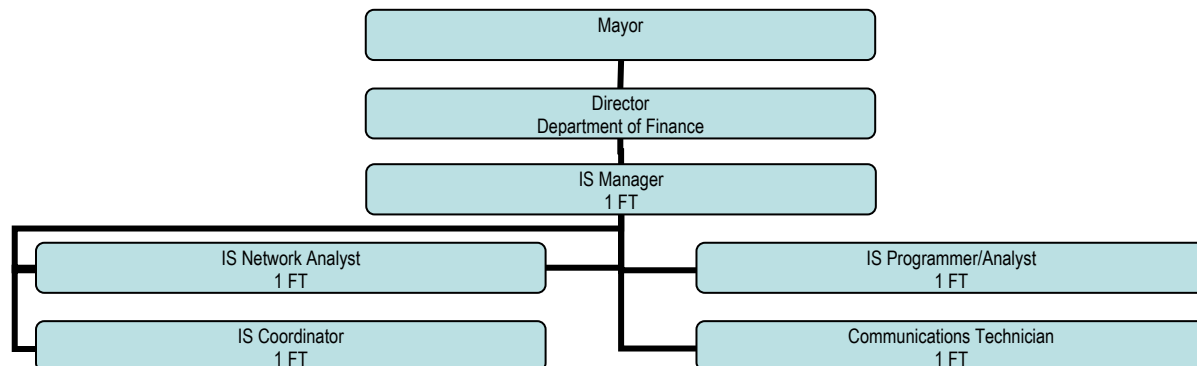
2009 Accomplishments

- Converted the City's network and email software from Novell to Microsoft
- Established a communications equipment inventory, detailed schematics and a multi-year capital plan for improving the City's radio/communications infrastructure
- Upgraded HTE from version 5 to version 6
- Migrate Police and Fire's 11 year-old AS/400 to a modern IBM iSeries server

2010 Goals

- Put the finishing touches on the 2009 Windows Migration project, including remote installation of applications, patches and upgrades
- Upgrade Police and Fire's HTE system from version 5 to 6
- Reduce spending on telecommunications service and add Police department to a VOIP phone system

Organizational Chart



Personnel Staffing

	As of Dec. 31 2007	As of Dec. 31 2008	As of Nov. 15 2009	Proposed 2010
IS				
<u>Full Time Employees</u>				
I.S. Manager	1	1	1	1
I.S. Programmer	2	0	0	0
I.S. Coordinator	1	1	1	1
I.S. Network Analyst	1	1	1	1
I.S. Support Specialist	1	0	0	0
Communications Technician	2	1	1	1
<i>Total Full Time Employees</i>	7	4	4	4

Division of Income Tax

Division of Income Tax

Description

The Municipal Income Tax Division is charged with the collection, audit and enforcement of the municipal income tax ordinance. Through proper tax revenue collection, we assist the Department of Finance in maintaining and strengthening the fiscal integrity of the City. We strive to provide the taxpayers of Lakewood with high quality, cost effective, professional, and courteous service.

Trends

- The Division continues to actively monitor the economic downturn and its effects on municipal income tax revenue.

Division Budget

DIVISION OF INCOME TAX					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries	349,189	307,354	316,077	332,137	5%
Fringe Benefits	98,861	119,521	97,783	83,766	-14%
Travel and Transportation	588	492	444	413	-7%
Professional Services	101,332	108,885	135,099	137,000	1%
Communications	41,984	51,477	57,907	53,854	-7%
Contractual Services	1,400	2,412	2,200	2,046	-7%
Materials & Supplies	14,875	4,282	3,775	3,511	-7%
Capital	1,388	-	-	-	
Utilities	4,256	4,289	3,837	3,569	-7%
Other	106,221	66,841	66,079	61,454	-7%
Debt Service					
Transfer or Advance					
Total	720,095	665,554	683,203	677,749	-1%

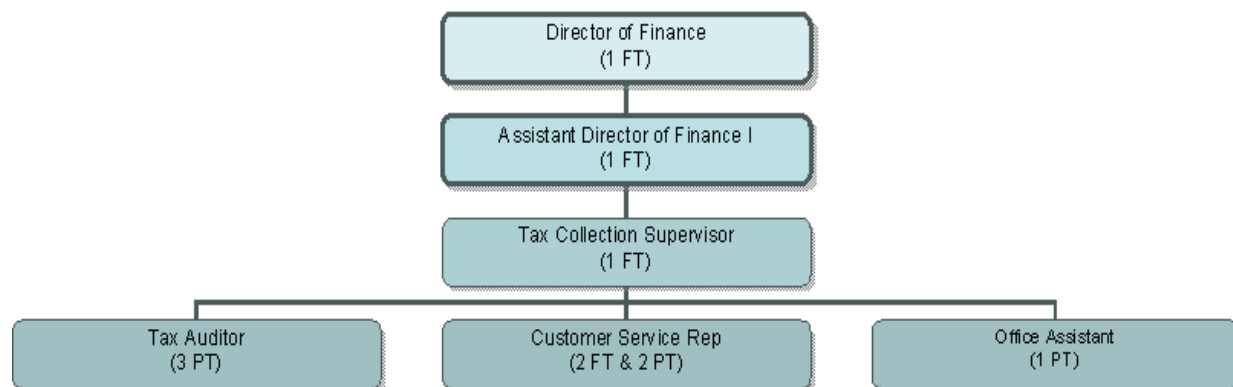
2009 Accomplishments

- Successfully conducted an Amnesty program resulting in collections of \$567,000. The program allowed residents an abatement of penalty when paying the full amount of tax and interest on delinquent tax returns.
- Implemented ACH-Automatic Debit for estimated payments and payment plan agreements.
- Formed a partnership with the City of Cleveland/CCA allowing information share for the purpose of obtaining access to the IRS database for Lakewood residents and businesses.

2010 & Beyond Goals

- Implement ACH-Automatic Debit for payroll withholding companies.
- Implement IRS information share with the City of Cleveland/CCA.
- Institute online bill payment for taxpayer convenience.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Income Tax				
<u>Full Time Employees</u>				
Assistant Finance Director I	1	1	1	1
Tax Office Supervisor	1	1	0	1
Tax Auditor	3	0	0	0
Customer Service Rep	2	2	2	2
Tax Collection Specialist	0	0	0	0
<i>Total Full Time Employees</i>	7	4	3	4
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<u>Part Time Employees</u>				
Tax Auditor	1	3	3	3
Office Assistant	0	1	1	1
Staff Assistant	3	0	0	0
Tax Collection Specialist	0	0	0	0
Customer Service Rep	0	2	2	2
<i>Total Part Time Employees</i>	4	6	6	6

Division of Utility Billing

Division of Utility Billing

Description

The City of Lakewood operates two major utilities consisting of a water distribution system and wastewater collection and treatment system. The water system provides water service to all consumers within the City. The water supply is purchased in bulk from the City of Cleveland through master meters for distribution throughout the City. The City's monthly utility bill incorporates a water and sewer charge that are based on water consumption per one hundred cubic feet.

Trends

- Water utilization continues to decrease approximately 2% per year

Division Budget

DIVISION OF UTILITY BILLING					
Water Fund Budget (Fund 501)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	179,910	192,267	152,114	176,573	16%
Fringe Benefits	70,571	79,185	60,339	53,299	-12%
Travel and Transportation	-	-	-	-	
Professional Services	28,414	54,690	38,549	46,775	21%
Communications	2,845	8,340	9,631	9,632	0%
Contractual Services	2,167	2,455	31,008	6,300	-80%
Materials & Supplies	5,631	5,217	2,399	4,000	67%
Capital	2,062	-	-	-	
Utilities	2,773	2,745	2,746	3,515	28%
Other	41,525	18,923	293,358	278,800	-5%
Debt Service	2,011,628	1,977,370	1,809,486	1,803,566	0%
Transfer or Advance	-	-	500,000	15,671	-97%
Total	2,347,525	2,341,191	2,899,630	2,398,131	-17%

2009 Accomplishments

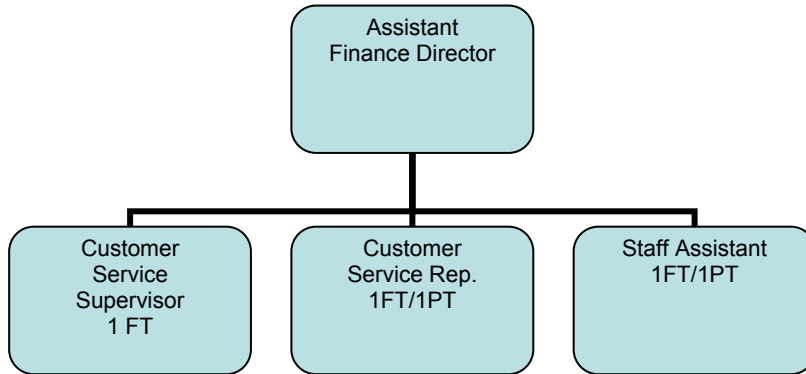
- Completed Utility Rate study for water and sewer division
- Encouraging customers to use various electronic payment options for water and sewer billings

2010 & Beyond Goals

- Continue to provide superior customer service

- Implement additional on-line payment options for water and sewer customers
- Review and enhance revenue collections through improved processes and procedures

Organizational Chart



Personnel Staffing

		As of Dec. 31	As of Dec. 31	As of Nov. 15	Proposed
Utility Billing		2007	2008	2009	2010
Full Time Employees					
Division Manager		0	0	0	0
Project Manager		1	1	0	0
Staff Assistant		1	1	0	0
Customer Service Supervisor		1	1	1	1
Customer Service Rep		1	1	1	1
Total Full Time Employees		4	4	2	2
Part Time Employees					
Staff Assistant		1	1	1	1
Customer Service Rep		1	1	1	2
Total Part Time Employees		2	2	2	3

Division of Vital Statistics

Division of Vital Statistics

Description

Local Registrar for Vital Statistics District 1802 is responsible for:

- Death Occurrence Records Filed with Ohio Department of Health
- Certified Birth and Death Records issued
- Birth Occurrence Records Filed with Ohio Department of Health
- Burial Permits Issued

Trends

- The number of births at Lakewood Hospital has increased in each of the last two years.
- This division was part of the Division of Health until the City contracted with the Cuyahoga County Board of Health. It is now part of the Finance Department.
- The City's employee dedicated to Nuisance Abatement and supervised by the Division of Building & Housing is paid from this fund.

Division Budget

DIVISION OF VITAL STATISTICS					
Lakewood Hospital (Fund 260)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009- 2010
Expenditures by Category					
Salaries			118,425	114,036	-4%
Fringe Benefits			55,886	43,877	-21%
Travel and Transportation			1,661	1,600	-4%
Professional Services			1,440	2,100	46%
Communications			3,672	3,200	-13%
Contractual Services			211,119	211,290	0%
Materials & Supplies			2,073	2,750	33%
Capital			-	-	
Utilities			5,898	5,605	-5%
Other			102,751	4,377	-96%
Debt Service					
Transfer or Advance					
Total	-	-	502,924	388,835	-23%

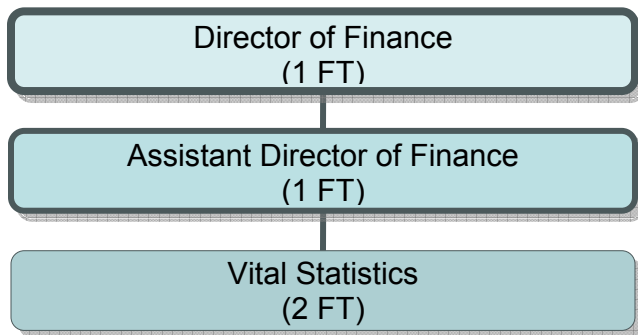
2009 Accomplishments

- Issued approximately 4,800 birth and death records during the year
- Implemented new directives from Ohio Department of Health in regards to H1N1.
- Increased Birth and Death Certificate fee \$5 to comply with State of Ohio fee schedule

2010 Goals

- Provide superior customer service to all
- Scan old birth and death records into our modern imaging software
- Attend additional training offered by Ohio Department of Health

Organizational Chart



Personnel Staffing

	As of Dec. 31 2007	As of Dec. 31 2008	As of Nov. 15 2009	Proposed 2010
Finance/Vital Statistics				
<u>Full Time Employees</u>				
Administrative Assistant 1	1	1	1	1
Staff Assistant	1	1	1	1
<i>Total Full Time Employees</i>	2	2	2	2

Division of General Administration

Description

This General Fund account is used to record certain expenditures not assigned specifically to individual Departments, and deemed City-wide expenditures such as:

- Part-time wages of the Citywide Grants Administrator and CitiStat Student Laborer positions
- Risk management consulting services
- Employee assistance program services
- Governmental agreements and fees associated with Property Tax Administration
- Citywide maintenance agreements
- Corporate sponsorship program services
- Inter-fund transfers from the General Fund
- General liability insurance premiums
- Professional registrations that provide a Citywide benefit

Trends

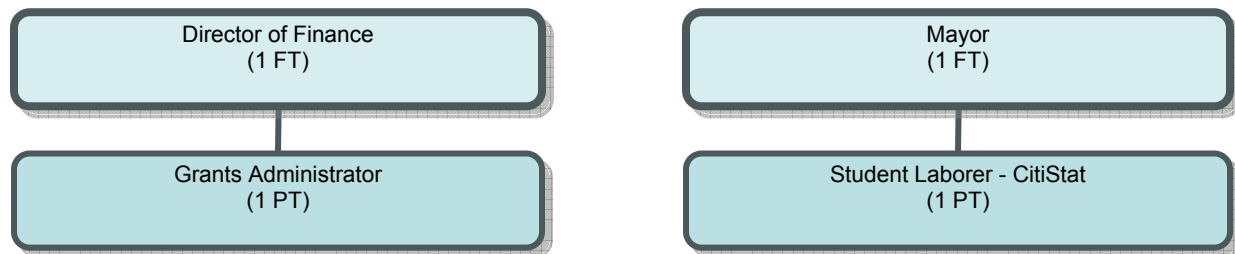
- Beginning in 2010, all unemployment payments will be paid out of the General Administration budget. Previously unemployment was paid from the division where an employee last worked. This became difficult to predict budget-wise due to the bumping process during layoffs.
- Like unemployment payments, separation payments were often unpredictable and had unintended budgetary impacts for divisions. Therefore, beginning in 2010, all severance payments will be made from the General Administration budget.
- General Fund transfers and advances to other funds are paid from the General Administration budget. In 2010, approximately \$211,000 is budgeted to pay for the General Fund's portion of the HB 300 Energy Performance Lease, and nearly \$725,000 is budgeted as the anticipated transfer needed to support the Aging Fund.

Division of General Administration

Division Budget

DIVISION OF GENERAL ADMINISTRATION					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	32,677	14,045	55,740	47,472	-15%
Fringe Benefits	5,000	25,914	148,572	152,749	3%
Travel and Transportation	-	-	-	-	
Professional Services	63,523	45,321	57,664	43,813	-24%
Communications	3,163	8,671	2,609	2,426	-7%
Contractual Services	6,415	105,745	17,300	-	-100%
Materials & Supplies	8,387	7,415	9,850	7,067	-28%
Capital	-	-	-	-	
Utilities					
Other	623,040	578,350	455,372	532,958	17%
Reserve Balance	-	-	850,000	-	-100%
Debt Service					
Transfer or Advance	2,378,747	1,479,000	1,207,411	1,089,443	-10%
Total	3,120,951	2,264,461	2,804,517	1,875,929	-33%

Organizational Charts



Personnel Staffing

General Administration	As of Dec. 31	As of Dec. 31	As of Nov. 15	Proposed
<u>Part Time Employees</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Student Laborer - CitiStat	0	0	1	1
Grants Administrator	1	1	1	1
Project Specialist II	1	0	0	0
<i>Total Part Time Employees</i>	2	1	2	2

Division of Planning & Development

Description

The Department of Planning and Development coordinates long-range planning, zoning, and economic development for the City. The Department serves as staff to the Planning Commission, the Board of Zoning Appeals, the Board of Building Standards, Architectural Board of Review and Sign Review Boards, the Lakewood Heritage Advisory Board, and the Citizens Advisory Committee. The Department houses the Office of Community Relations and the Division of Community Development.

Core Functions:

1. Planning and Zoning Administration
2. Economic Development
3. Housing Preservation and Improvement
4. Administration of Federal Grant Programs

Trends

- Credit markets are tight and forecasts for 2010 do not show high growth opportunities.
- General fund allocation has declined in recent years. The department has used CDBG funds in all cases, especially economic development, to avoid using general fund dollars where possible. The department could benefit from a general fund source for economic development funds, or the knowledge that cash reserves could be appropriated to economic development activities if needed for appropriate projects.

Division Budgets

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries	141,310	123,654	147,745	148,274	0%
Fringe Benefits	44,818	54,885	40,774	40,138	-2%
Travel and Transportation	1,516	891	977	909	-7%
Professional Services	32,507	27,331	30,470	28,337	-7%
Communications	5,932	4,035	3,283	3,053	-7%
Contractual Services	1,701	1,265	10,787	10,032	-7%
Materials & Supplies	6,149	1,105	3,923	3,648	-7%
Capital	77	176	2,074	1,929	-7%
Utilities					
Other	10,582	6,103	8,236	7,659	-7%
Economic Development Programs	268,500	31,454	75,546	-	-100%
Debt Service					
Transfer or Advance					
Total	513,092	250,899	323,814	243,979	-25%

Division of Planning & Development

DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries	220,536	227,963	217,446	220,624	1%
Fringe Benefits	61,838	82,175	128,365	90,031	-30%
Travel and Transportation	5,425	2,319	2,277	8,500	273%
Professional Services	32,490	36,940	30,398	105,200	246%
Communications	2,033	2,113	2,625	4,260	62%
Contractual Services	18,920	5,532	37,884	49,000	29%
Materials & Supplies	5,970	3,095	3,508	16,000	356%
Capital	78	181	2,042	7,500	267%
Utilities					
Other	63,262	58,437	50,922	53,000	4%
Debt Service	58,042	11,856	65,392	72,771	11%
Transfer or Advance					
Total	468,594	430,612	540,860	626,886	16%

DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries			-	108,966	
Fringe Benefits			-	16,836	
Travel and Transportation			-	9,500	
Professional Services			-	112,227	
Communications			-	5,000	
Contractual Services			-	5,000	
Materials & Supplies					
Capital					
Utilities					
Other			-	10,000	
Debt Service					
Transfer or Advance					
Total	-	-	-	267,529	

Division of Planning & Development

DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	669,175	634,233	126,949	221,334	74%
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	229,994	-	-100%
Total	669,175	634,233	356,943	221,334	-38%
TOTAL	1,650,861	1,315,744	1,221,617	1,359,728	11%

2009 Accomplishments

- Detroit Avenue saw the strongest retail level commercialization and redevelopment in years, despite a weak macro economy. Incentivized examples include Five Guys Burgers & Fries' redevelopment of 15000 Detroit and business relocation, redevelopment of the INA Building with high profile retail tenants and the historic renovation / rehabilitation of Bailey Building.
- Retained large employers including the Department of the Interior (Social Security) while other larger employers grew and made significant capital investment (Lakewood Hospital -- \$30MM into City-owned property).
- Successfully implemented changes to Zoning Code, including Sidewalk Dining and Historic Preservation ordinances. Received related awards for economic development from TeamNEO, Inside Business, Ohio Historic Society, American Institute of Architects and the Cleveland Restoration Society.

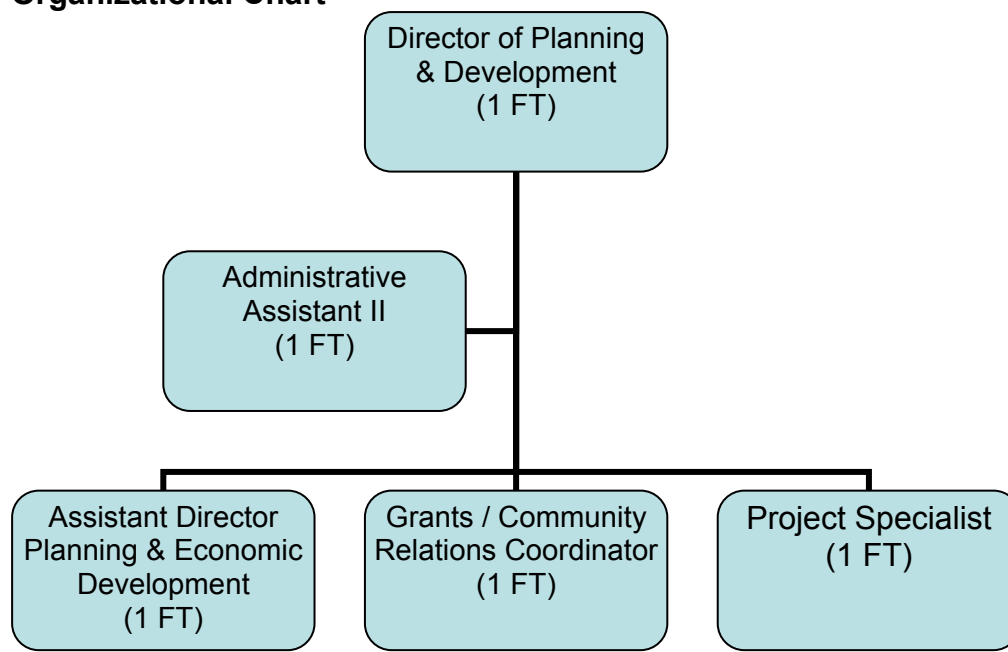
2010 Goals

- Complete Gold Coast and Citywide Parks Master Planning Study. Undertake planning studies for West End and Madison Avenue.
- Emphasize business attraction and expansion efforts to capitalize on new office assets, including renovated INA Building, Bailey Building and retail amenities that compliment downtown business district.
- Prepare for the disposition of decommissioned schools and churches. Recommend revisions to sign code.
- Acquire strategic properties and execute effective disposition strategies. Generate program income where possible to fund long-term property acquisition strategies.

Division of Planning & Development

Successfully pursue grant funding for same-year property acquisition and foreclosure abatement.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Planning & Development				
<u>Full Time Employees</u>				
Director of Planning & Development	1	1	1	1
Assistant Director	1	1	1	1
Planning Assistant	2	0	0	0
Grants/Comm. Rel. Coordinator	1	1	1	1
Project Specialist	0	0	0	0
Administrative Asst. II	1	1	1	0
<i>Total Full Time Employees</i>	6	4	4	4

Division of Community Development

Division of Community Development

Mission

The Division of Community Development administers those programs funded with the City's Federal Community Development Block Grant (CDBG), HOME, and American Dream Down payment Initiative (ADDI) funds to help residents and businesses maintain property values and improve the appearance of our community.

Description

The Division of Community Development (DCD) administers a number of HUD-funded low-interest loan and grant programs for Lakewood residents and business owners interested in undertaking renovations at their residential or commercial property. Programs administered by the Lakewood DCD include the following:

- 3% Low Interest Loan Program
- 5% Rental Restoration Deferred
- Deferred Loan Program
- Emergency Loan Program
- Home Improvement Grant/Rebate Program
- Home Program
- Improvement Target Area (ITA) Grant Program
- Operation Paint Brush and Labor
- Purchase and Revitalization
- Storefront Renovation
- Neighborhood Stabilization Program

Trends

- Stimulus funding delivers opportunity to compliment reduced general fund spending and temporarily fund traditionally funded CDBG programs that wouldn't otherwise exist. These one time funds cannot be relied upon to sustain medium or long term initiatives.
- CDBG funds are trending lower year-on-year, and are in jeopardy with the 2010 census. The Division of Community Development and half of Planning and Development budgets (personnel and operations) would be unfunded without CDBG funds.

Division Budgets

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	140,256	134,146	108,494	130,428	20%
Fringe Benefits	41,798	58,152	17,252	21,234	23%
Travel and Transportation	811	1,781	1,200	3,500	192%
Professional Services	13,746	12,542	12,440	52,517	322%
Communications	1,271	1,197	2,025	3,000	48%
Contractual Services					
Materials & Supplies	84	-	-	-	
Capital					
Utilities					
Other	3,660	4,214	40,702	46,850	15%
Debt Service					
Transfer or Advance					
Total	201,626	212,032	182,112	257,529	41%

Division of Community Development

DIVISION OF COMMUNITY DEVELOPMENT					
Home Investment Program (Fund 242)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	18,378	13,300	25,364	-	-100%
Fringe Benefits	2,870	2,060	3,979	-	-100%
Travel and Transportation	-	202	2,418	2,230	-8%
Professional Services	60	-	2,790	4,970	78%
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	2,800	
Debt Service					
Transfer or Advance	20,042	-	-	-	
Total	41,350	15,562	34,551	10,000	-71%
TOTAL	242,976	227,594	216,663	267,529	23%

2009 Accomplishments

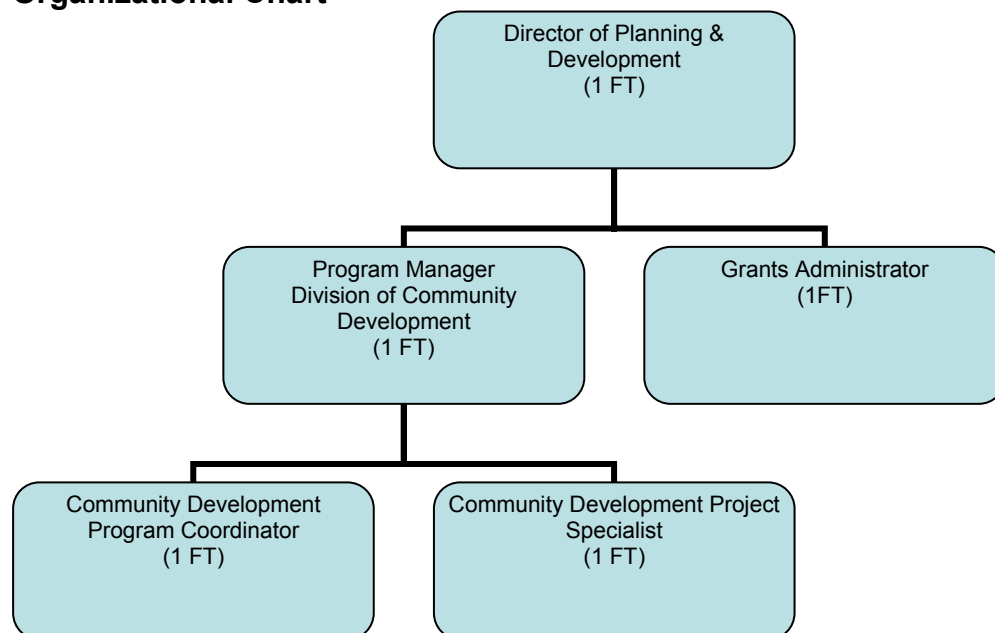
- \$660,000 public funds invested into housing, with close to \$3 million in private investment through the above residential programs. \$152,000 public funding invested into commercial storefront projects resulting from a private investment of close to \$850,000.
- Created framework to acquire, rehab and sell foreclosed properties which included successfully attracting state NSP funds (>\$1MM) and County funds (\$600K), building process flow for 2010 program execution with realtors, developers, contractors, banks, title companies, other cities, the county and County Land Bank.
- Increased community visibility. Realtors' Seminar was most well attended in memory. Partnered with Lakewood Alive, ESOP, Cleveland Housing Network, First Federal, Auditor's office, Charter One Bank, First Call for Help (211), WECO to extend reach and visibility of programs.

2010 & Beyond Goals

- Increase participation in Community Development programs through improved communication and outreach, targeting neighborhoods, and partnerships with community organizations and banks.
- Acquire strategic properties and prosecute effective disposition strategies. Generate program income where possible to fund long-term property acquisition strategies. Successfully pursue grant funding for same-year property acquisition and foreclosure abatement.
- Regular reporting of local housing conditions, city wide housing data, and inventory of state and federal initiatives / opportunities.

Division of Community Development

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Community Development				
<u>Full Time Employees</u>				
Programs Manager	1	1	1	1
Grants Administrator	1	1	1	1
C. D. Program Coordinator	1	1	1	1
C. D. Project Specialist	1	1	1	1
<i>Total Full Time Employees</i>	4	4	4	4

Division of Community Relations

Description

The Department of Community Relations provides information about City services, activities, resources, programs and amenities through the creating of community newsletters, advertisements, flyers, media releases and the City official web site.

Community Relations will keep residents of the City engaged in ventures that promote a positive community image, maintain and improve avenues of communication designed to inform and educate the public, support community groups, plan events and manage the news media. The department is guided by the following tenets:

- Effectively reach targeted audiences both inside and outside the City of Lakewood, relying on newsletters and advertisements that inform, educate and promote the strengths of the community.
- Attract new residents, business investment and corporate/foundation dollars to the community through a sustained marketing effort.
- Promote understanding and cooperation among culturally and racially diverse groups of the City through programs, literature, and informational & referral services for the purpose of keeping our neighborhoods unified and safe.
- Affirm the values derived from the existence, recognition, understanding and tolerance of differences, while facilitating greater recognition by different interest groups of their obligations and commitments to others, leading to the development of a community that is cohesive and diverse.

This department also promotes Lakewood through a variety of campaigns and activities intended to promote a positive, vibrant image of the City of Lakewood and generate civic pride and confidence in Lakewood (e.g., "Its Lakewood's Time!" slogan) to new or prospective residents, the business community and the media.

Trends

- The Community Relations Advertising Budget has continued to decrease over the last few years. We are using other means of getting information to residents instead of paid advertising. Some examples include our e-newsletter, water bill messages and Lakewood Observer articles.

Division of Community Relations

Division Budget

DIVISION OF COMMUNITY RELATIONS					
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	86,795	62,740	67,673	67,773	0%
Fringe Benefits	29,604	33,914	23,029	18,654	-19%
Travel and Transportation	-	-	100	93	-7%
Professional Services	5,293	3,947	3,556	8,605	142%
Communications	851	997	868	865	0%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	3,128	2,397	1,818	2,425	33%
Capital	-	-	-	-	
Utilities					
Other	19,832	2,395	6,290	4,265	-32%
Debt Service					
Transfer or Advance					
Total	150,503	111,390	108,334	107,679	-1%

2009 Accomplishments

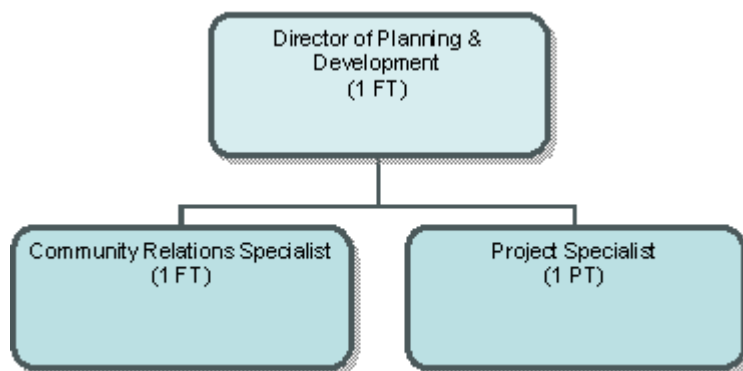
- Community Event Coordination including Band Concerts, Friday Night Flicks, Fourth of July Parade and concert, Meet the Trucks, Lakewood Community Festival, Lakewood Farmers Market and Lakewood Veterans Day Ceremony
- Newly designed website launched in May of 2009. Site is more customer-oriented. Home page includes information about latest news and updates, upcoming events, a Lakewood Blog and Lakewood videos. New site also includes a Considering Lakewood page and a Frequently Asked Questions page.
- External Communication to Residents—New resident packets, more video content on website and channel 74, press releases, e-newsletter to over 2900 residents, Lakewood Observer articles and water bill messages.

2010 Goals

- Continue to increase video content for website and Channel 74
- Continue to solicit e-mail addresses to increase the number of Lakewood residents we can communicate with on a regular basis
- Continue to enhance and revise website

Division of Community Relations

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Community Relations				
<u>Full Time Employees</u>				
Community Relations Specialist	1	1	1	1
Project Specialist	1	0	0	0
<i>Total Full Time Employees</i>	2	1	1	1
<u>Part Time Employees</u>				
Project Specialist	0	1	1	1
<i>Total Part Time Employees</i>	0	1	1	1

Budget Overview of Public Safety

Total Expenditures by Division All Funds	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009
Police Division	9,836,883	10,468,638	11,002,031	10,798,588	-2%
Dispatch Division	667,995	717,682	765,006	710,868	-7%
Prisoner Support Division	593,242	429,494	584,700	548,393	-6%
School Guards Division	273,701	245,551	183,902	183,514	0%
Animal Control Division	202,190	196,280	195,938	182,869	-7%
Parking Enforcement Division	1,047,574	471,845	382,596	401,524	5%
Fire & EMS Department	10,676,063	10,248,123	10,297,738	9,981,526	-3%
Building & Housing Department	1,464,919	1,217,880	1,159,943	1,218,190	5%
Total Expenditures	24,762,567	23,995,493	24,571,854	24,025,472	-2%

Total Expenditures by Category All Funds	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Salaries	16,150,604	15,808,698	16,092,547	16,093,666	0%
Fringe Benefits	5,788,196	6,086,520	6,287,765	5,347,643	-15%
Travel and Transportation	23,680	27,199	27,896	34,089	22%
Professional Services	319,181	283,452	298,860	290,235	-3%
Communications	94,458	98,740	114,672	109,034	-5%
Contractual Services	322,028	244,516	291,834	290,754	0%
Materials & Supplies	502,638	512,987	445,031	468,811	5%
Capital	481,055	231,728	248,797	623,109	150%
Utilities	121,352	122,310	126,022	126,531	0%
Other	160,580	149,450	174,450	180,614	4%
Debt Service	365,750	2,393	35,612	34,812	-2%
Transfer or Advance	433,045	427,500	428,368	426,172	-1%
Total	24,762,567	23,995,493	24,571,854	24,025,472	-2%

Total Expenditures by Category General Fund	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Salaries	14,670,239	14,384,760	14,645,168	14,571,587	-1%
Fringe Benefits	2,835,209	3,117,667	3,160,891	2,309,348	-27%
Travel and Transportation	17,075	17,751	15,140	16,112	6%
Professional Services	199,692	128,432	183,021	159,817	-13%
Communications	90,567	93,235	109,841	99,748	-9%
Contractual Services	320,565	242,707	291,814	289,835	-1%
Materials & Supplies	405,175	402,420	336,655	334,070	-1%
Capital	54,315	7,895	45,418	186,555	311%
Utilities	101,226	101,328	103,683	105,309	2%
Other	50,844	45,557	63,603	59,574	-6%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	18,744,908	18,541,752	18,955,234	18,131,954	-4%

Division of Police & Law Enforcement

Mission

The Division of Police & Law Enforcement employees preserve the peace, protect life and property, prevent crimes, apprehend criminals, recover lost and stolen property, and enforce, in a fair and impartial manner, the ordinances of the City of Lakewood and the laws of the State of Ohio and the United States of America.

Description

The Division of Police & Law Enforcement is responsible for three separate areas:

The Traffic and Patrol Division personnel provide round-the-clock (24-hour) uniformed police coverage to the community. They respond to all calls for service, along with handling preliminary investigations when they occur. A considerable part of their time is spent in monitoring traffic conditions in the City to ensure the safety of motorists and pedestrians. This Division is also responsible for the parking meter department.

The Investigative Division personnel conduct follow-up work on incidents reported to the Traffic & Patrol Division. In addition to the investigators assigned to the General Investigative Bureau, four officers are specifically assigned to work in the Juvenile Investigative Bureau on matters involving juveniles, domestic violence, and sex crimes and four others specialize in the area of Narcotics and vice investigations.

The Administration and Services Division is responsible for staffing the Communications Center, where calls for service originate and from which Police, Fire and EMS units are dispatched. This division is also responsible for the supervision, security and care of individuals housed in the jail facility. The records function is maintained by this division and staffed by clerks in the record room. Animal Control is under the supervision of this division.

Trends

- Major trends for the police department are juvenile disorder and theft crimes. While there is a decreasing trend of thefts from foreclosed homes, a rise in thefts from autos is being observed. Easily stolen items left in plain view in unlocked vehicles – like GPS devices, laptops, and iPods – are stolen most frequently. Juvenile disorder is also a main concern with improper behavior in city parks and graffiti the main problems.
- The Lakewood Police Department, through its Public Safety Initiative, has added more police officers to our streets along with an increased presence and visibility in the community. Part Time Police Officers have been added to handle some non proactive duties that allow our Full Time Officers to remain on our streets responding to our residents calls for service. As well, the Part Time Officers assist in staffing our parks for security measures during the busy times and foot and bicycle patrol in our business districts.

Division of Police & Law Enforcement

- The four Neighborhood Police Officers have each been working in their wards for 2009 and secured offices to maintain a visible presence. These officers have worked with the ever increasing number of block clubs, community and school groups, and concerned citizens to be the voice and face of the Lakewood Police Department in their wards. The officers have done an excellent job in responding to neighbors concerns and being proactive to nuisance and criminal situations in their wards.
- To further increase our visibility in the community the Lakewood Police Department has taken some older marked police vehicles that in the past would have been issued to other departments and issued them as take home vehicles for uniform patrol officers that live in the community. These vehicles are on the street more as the officers use them to drive to and from work and are parked on the streets in the area of their homes. We have also worked with the Information Technology Department on utilizing a service contract with Independence Communications which has resulted in significantly less down time for our vehicles with technological problems.
- Utilizing forfeited drug proceeds the Lakewood Police Department has purchased a new K-9 and associated equipment and training for its officer. This K-9 will bring to three the number in our service, however, the two other K-9s are approaching 8 years old and this is anticipation of their retirement. Using these same funds the Lakewood Police Department also purchased 32 fire resistant panels for our Crown Victoria cars that surround the gas tank. This purchase was necessary to protect our officers in rear end collisions to do a very serious defect in the structure of the vehicles.

Division Budgets

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries	6,681,726	7,011,711	7,393,641	7,372,993	0%
Fringe Benefits	1,158,024	1,346,018	1,429,508	1,034,279	-28%
Travel and Transportation	87	-	-	-	
Professional Services	46,460	44,392	38,789	35,125	-9%
Communications	61,606	66,054	76,517	71,161	-7%
Contractual Services	94,812	108,598	101,415	105,374	4%
Materials & Supplies	236,745	247,839	170,930	161,592	-5%
Capital	3,317	734	3,406	43,000	1162%
Utilities					
Other	26,191	21,571	37,698	35,682	-5%
Debt Service					
Transfer or Advance					
Total	8,308,968	8,846,918	9,251,904	8,859,206	-4%

Division of Police & Law Enforcement

Police Pension Fund (Fund 220)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries					
Fringe Benefits	1,189,179	1,252,415	1,317,482	1,293,962	-2%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	205,454	206,226	206,644	203,308	-2%
Total	1,394,633	1,458,641	1,524,126	1,497,270	-2%

Law Enforcement Trust Fund (Fund 222)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries	12,428	5,001	3,780	25,000	561%
Fringe Benefits	173	95	39	1,113	2739%
Travel and Transportation	3,995	6,513	9,379	13,755	47%
Professional Services	28,325	34,892	27,043	31,500	16%
Communications	262	2,229	1,894	3,200	69%
Contractual Services	1,320	1,140	-	900	
Materials & Supplies	25,411	46,431	40,815	46,575	14%
Capital	6,036	36,957	54,401	58,463	7%
Utilities					
Other	14,379	14,275	15,775	15,825	0%
Debt Service					
Transfer or Advance					
Total	92,328	147,532	153,126	196,331	28%

Federal Forfeiture Fund (Fund 225)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	5,245	7,392	7,300	-1%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	5,245	7,392	7,300	-1%

Division of Police & Law Enforcement

Enforcement & Education Fund (Fund 231)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	3,191	-	-	-	
Communications					
Contractual Services	100	-	-	-	
Materials & Supplies	9,795	2,773	11,370	20,000	76%
Capital	27,868	7,530	12,592	47,000	273%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	40,954	10,303	23,962	67,000	180%

Byrne Memorial Grant Fund (Fund 276)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009 2010
Expenditures by Category					
Salaries	-	-	20,670	20,670	0%
Fringe Benefits	-	-	4,330	4,330	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	-	16,521	146,482	787%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	41,521	171,482	313%

TOTAL EXPENDITURES	9,836,883	10,468,638	11,002,031	10,798,588	-2%
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2009 Accomplishments

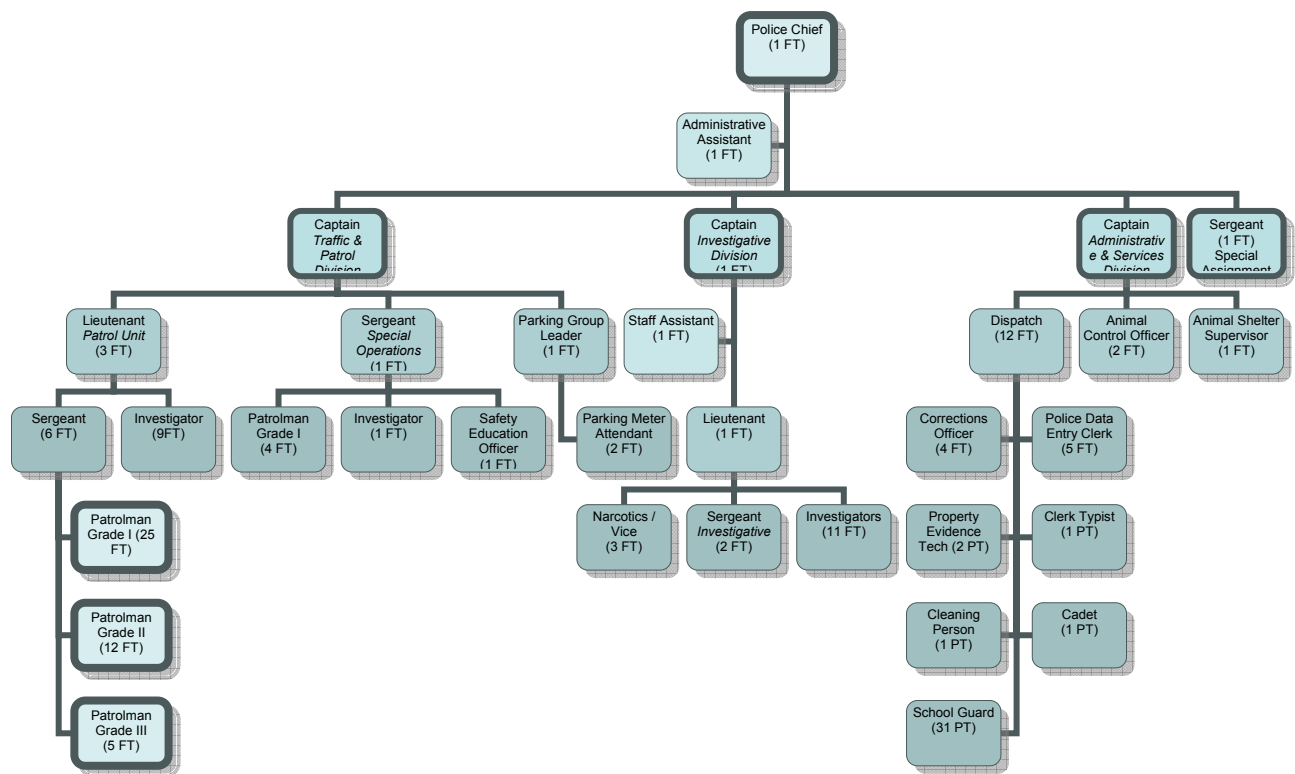
- All four Neighborhood Policing Offices have been staffed and are in operation.
- Six out of ten projected part-time police officers have been hired. They have been working in the parks and the business districts during the year.
- Obtained grant monies to sustain the Special Assignment Car.
- The study on the needs for a new jail and justice facility was completed and is under review by the Administration.

Division of Police & Law Enforcement

2010 Goals

- Increase physical space allocated to the Police Department to bring Parking Ticket Department into building and improve interrogation capabilities.
- Obtain paperless ticketing for Parking Ticket Department in order to move to civil process for parking violations.
- Expand Camera Surveillance Project to include Lakewood Park.
- Complete hiring process for part time officers to fill all available work schedules.

Organizational Chart



Division of Police & Law Enforcement

Personnel Staffing

Police Division	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
<u>Full Time Employees</u>				
Police Chief	1	1	1	1
Administrative Assistant	1	1	1	1
Captain	3	3	3	3
Lieutenant	4	4	4	4
Sergeant	10	10	10	10
Investigator	20	24	20	20
Patrolman grade I	32	33	33	33
Patrolman grade II	4	6	6	6
Patrolman grade III	9	10	11	12
Patrol Officer - S.E.	2	1	1	1
Police Data Entry Clerk	4	4	4	4
Neighborhood Police Officer	5	0	4	4
Staff Assistant	1	1	1	1
Total Full Time Employees	96	98	99	100
<u>Part Time Employees</u>				
Patrol Officers	0	2	10	10
Property Evidence Tech.	2	2	2	2
Cadet	1	1	1	1
Total Part Time Employees	3	5	13	13

Division of Prisoner Support

Description

The Lakewood City Jail is designated as a 12-day facility and operates under the standards established by the Ohio Bureau of Adult Corrections. Four Correction Officers staff the Jail. They are assisted by Patrol Officers that have received training in Ohio Jail Standards. The female dispatchers handle contact with the female prisoners.

Under the Cuyahoga County Pilot Program felony prisoners are transported to the county jail within 48 hours of arrest. This has helped with the overcrowding of our jail. The housing and medical costs that we incur for prisoners housed elsewhere for Cuyahoga County are billed back to Cuyahoga County.

The division operates four distinct functions: Housing of prisoners at the Lakewood Jail, and at other facilities due to overcrowding and limitations of the Lakewood Jail; Medical assistance to prisoners; Cleaning of jail property; and Feeding of prisoners.

Trends

- Over many successive years the Lakewood Jail has failed the mandated inspections by the Ohio Department of Rehabilitation and Correction, generally due to the design standards of facility. The Lakewood Jail was built in 1959 and is inadequate in relation to the space and cell configuration requirements of today.
- The Lakewood Jail for many years was overcrowded with more inmates in residence than permitted by the standards. The Lakewood Police Department began working with the Cuyahoga County Prosecutor and the Cuyahoga County Sheriff in some initiatives that would decrease the felony population and the charges for sentenced County prisoners. These initiatives have resulted in a decreased population for the Lakewood Jail which has resulted in decreased operating costs related to food, cleaning, and housing.
- In 2008 the Lakewood Police Department contracted with an outside service for prisoner health services and negotiated reduced charges for prisoners at Lakewood Hospital. We also have brought on a jail cleaning person and currently share her services the Lakewood Division of Human Services.

Division Budget

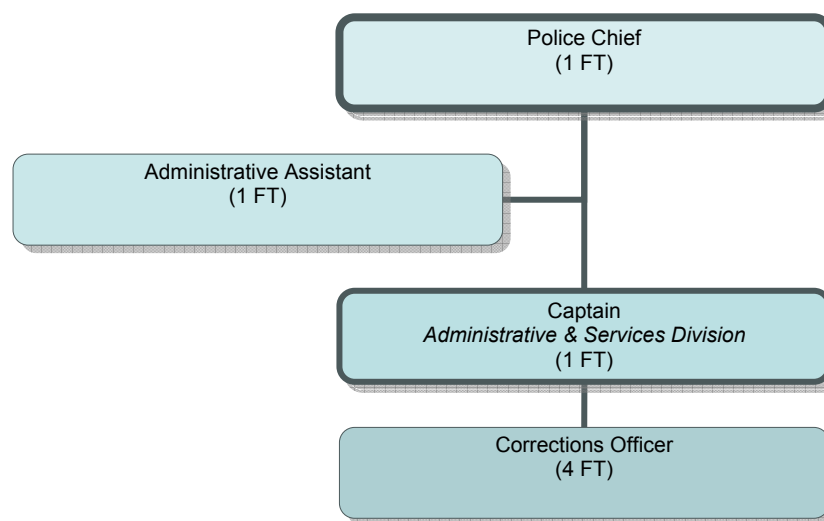
General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	167,368	157,090	172,203	166,807	-3%
Fringe Benefits	55,495	74,907	78,335	70,815	-10%
Travel and Transportation					
Professional Services	92,432	30,337	67,910	63,156	-7%
Communications					
Contractual Services	212,158	115,651	179,238	166,692	-7%
Materials & Supplies	65,790	51,225	79,468	73,905	-7%
Capital	-	282	7,546	7,018	-7%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	593,242	429,494	584,700	548,393	-6%

2009 Accomplishments

- Lakewood Jail Assessment was completed.
- Video Booking was installed.
- Emergency audio monitors were installed in jail cells.

2010 Goals

- Complete implementation of video booking with associated training.

Organizational Chart

Division of Prisoner Support

Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Prisoner Support Division				
<u>Full Time Employees</u>				
Corrections Officer	4	4	3	4
<i>Total Full Time Employees</i>	4	4	3	4
<u>Part Time Employees</u>				
Cleaning Person	1	0	1	1
<i>Total Part Time Employees</i>	1	0	1	1

Dispatch Division

Dispatch Division

Description

The Dispatch Division receives calls for service for the Police, Fire, and Emergency Medical Services. Calls for service are entered into the Computer Aided Dispatch (CAD) system as they are received. The appropriate agency is then dispatched via radio, mobile data computer, or telephone. In addition, dispatchers field many calls for other departments during and after normal business hours. In conjunction with their dispatch duties the dispatchers also serve as corrections officers for the female prisoners.

Trends

- The Dispatch center has seen a gradual reduction in actual calls for service over the past several years. With the increase in Police Department personnel and the addition of the Parking Enforcement and Animal Control Units the Dispatch Center has more officers to dispatch and maintain awareness of their activities.

Division Budget

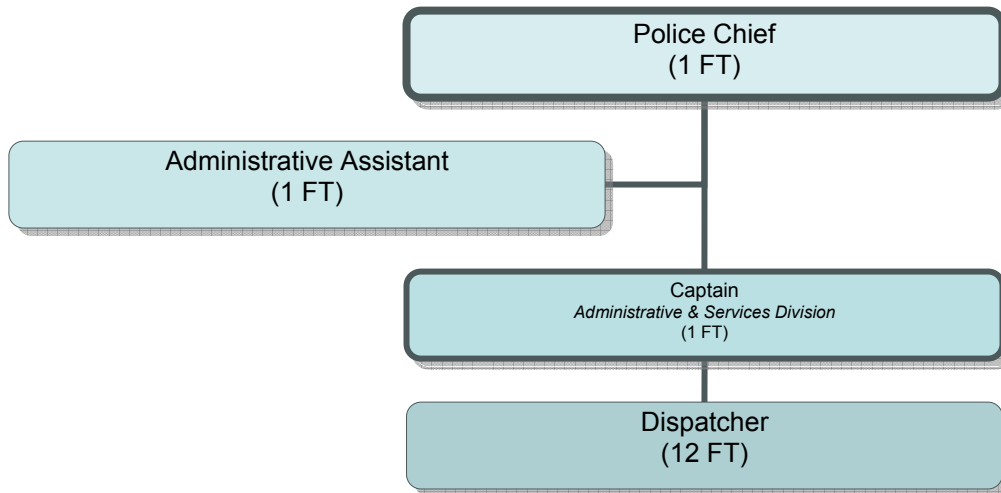
General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	484,890	494,242	504,804	505,121	0%
Fringe Benefits	153,889	195,724	233,390	181,129	-22%
Travel and Transportation	-	-	-	-	
Professional Services	11,000	10,002	9,262	8,614	-7%
Communications	78	-	-	-	
Contractual Services					
Materials & Supplies	2,369	3,164	349	325	-7%
Capital	-	-	-	-	
Utilities					
Other	15,770	14,550	17,200	15,680	-9%
Debt Service					
Transfer or Advance					
Total	667,995	717,682	765,006	710,868	-7%

2009 Accomplishments

- Identified in-service training needs and providers for these services.
- Underwent studies of communications capabilities for improvement and replacement.

2010 Goals

- Increase utilization of the Parking Enforcement and Animal Control Units within the Computer Aided Dispatch System.
- Begin planning for improvements to the Dispatch Center and improved Computer Aided Dispatch.

Organizational Chart**Personnel Staffing**

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Dispatch Division				
<u>Full Time Employees</u>				
Dispatcher	12	11	11	12
<i>Total Full Time Employees</i>	12	11	11	12

Parking Enforcement Division

Mission

The Division's goal is to provide safe and well-maintained parking areas and facilities for prospective shoppers to our Lakewood businesses; and continue enforcement of and removal of unauthorized signage on public thoroughfares.

Description

The Parking Division is staffed by three full-time employees. It is responsible for all the collection, ticketing, maintenance, and operation of the parking meters in the city.

Trends

- Maintaining the meters is a continuing and on-going process. Batteries have to be replaced every 9 to 12 months. The locking mechanisms have to be winterized in the fall and oiled in the spring to prevent the keys from breaking off during the collection process.
- Poles in several areas will need to be replaced soon. This project will involve members of the Streets Department in the removal and re-installation of the poles. During this process the meter is out of service.
- While the Parking Staff is performing maintenance and collection duties they also ticket vehicles in violation as they come upon them.
- The staff has been directed and encouraged to find ways to streamline their duties in order to make them available for increased ticketing activity. Examples of this are limiting the number of staff members used in collection and processing coins and directing that at least one staff member is involved in ticketing as others are involved in non-enforcement duties.
- With the increase of fees and focusing on more ticketing activity we are seeing an increase in revenue in both fine and collection funds.

Parking Enforcement Division

Division Budget

Parking Facilities Fund (Fund 520)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	143,477	140,902	135,448	138,059	2%
Fringe Benefits	61,029	66,039	51,720	55,412	7%
Travel and Transportation					
Professional Services	772	734	713	713	0%
Communications	498	478	473	470	-1%
Contractual Services	43	9	20	20	0%
Materials & Supplies	10,558	8,633	12,870	17,443	36%
Capital	357,721	146,177	49,034	50,000	2%
Utilities	20,126	20,981	22,339	21,222	-5%
Other	80,457	85,497	74,368	79,000	6%
Debt Service	365,750	2,393	35,612	34,812	-2%
Transfer or Advance	7,145	-	-	4,459	
Total	1,047,574	471,845	382,596	401,612	5%

2009 Accomplishments

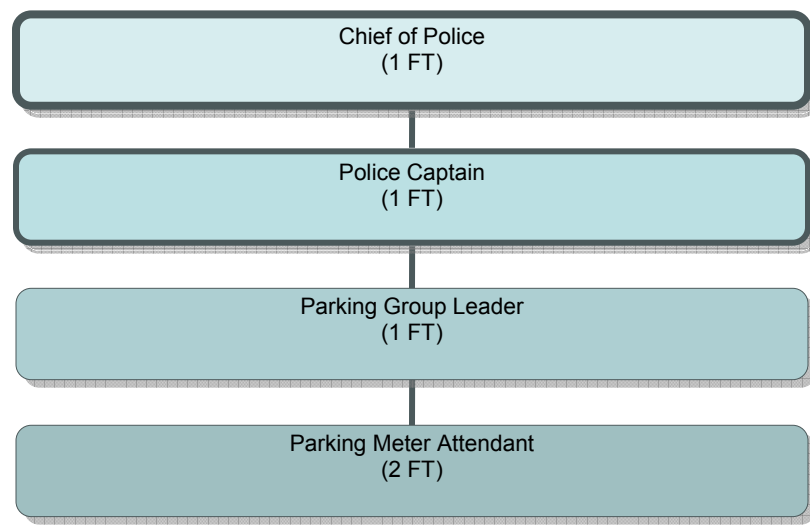
- Completed the installation the electronic meters, including new housings and new posts where they were needed.
- Completed the transition to the Police Department of the employees and equipment from Public Works including the issuing of radios on the Police channels for all employees.
- Changed the employee uniforms to a more visible and professional looking appearance.

2010 Goals

- Look into an alternate fuel vehicle to be used for enforcement activities, such as an all-electric or hybrid vehicle.
- Continue to look into ways to streamline non-enforcement duties in order to increase the staff's enforcement activities.
- Implement the change from a manual ticket writing operation to an electronic hand-held writer/printer, including moving the parking violations from a criminal violation to a civil violation, in order to subcontract the processing and collection of parking ticket fines.

Parking Enforcement Division

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Parking Enforcement Divisi				
<u>Full Time Employees</u>				
Group Leader	1	1	1	1
Parking meter attendant	2	2	2	2
<i>Total Full Time Employees</i>	3	3	3	3

Division of Animal Control

Division of Animal Control

Description

Animal Control operates the Lakewood Animal Shelter located at 1299 Metropark Drive, and enforces local animal control codes in addition to providing nuisance animal trapping, and general information regarding animal concerns. The Division also administers the Pet Adoption Program, which was started in 1989, and is supported through donations from the Citizens Committee for a Lakewood Animal Shelters.

Trends

- The division is experiencing an increased amount of calls for service involving the following animal nuisance conditions: barking, defecation, and animals running at large.
- An increased of abandoned dogs and cats has also been occurring.
- Increased citizen inquiries about the city ordinance prohibiting certain types of dogs within the city. Citizen inquiries about animals in general are increasing as well.

Division Budget

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	132,121	122,056	122,004	122,773	1%
Fringe Benefits	49,390	56,090	56,459	43,844	-22%
Travel and Transportation					
Professional Services	1,931	1,129	909	846	-7%
Communications	1,440	1,308	1,372	1,276	-7%
Contractual Services	560	618	657	611	-7%
Materials & Supplies	5,586	4,136	2,907	2,705	-7%
Capital	-	-	-	-	
Utilities	11,163	10,885	11,586	10,775	-7%
Other	-	60	44	41	-7%
Debt Service					
Transfer or Advance					
Total	202,190	196,280	195,938	182,869	-7%

2009 Accomplishments

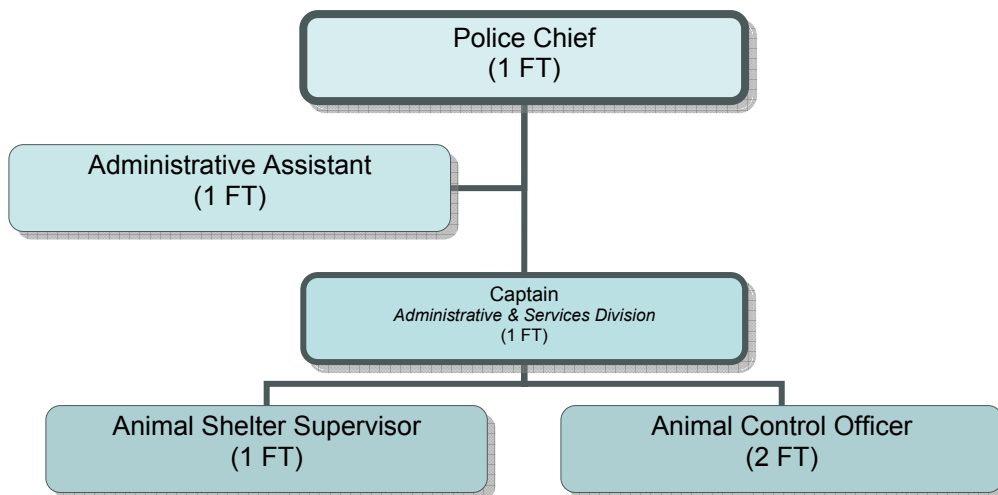
- Confirmed, through on-site visits, that all known Pit Bull and Canary Dog owners have registered their animals with the Division of Animal Control. Issued citations for any discovered violations.
- Trained Animal Control Officers to use report writing software used by the police department.

- Enabled direct dispatch, via Police radio system, to animal details through issuance of a police radio to Animal Control Officers.
- Made needed repairs to the shelter, including new doors and flooring.

2010 Goals

- Obtain Training through the National Animal Control Academy. Staying abreast of current training is a priority. Two employees would like to attend the National Animal Control Training Academy Level 1, at a cost of \$1,050.00.
- 100% Compliance with the Dangerous Dog Ordinance
- Obtain a \$150.00 Permit to Operate an Animal Venue per recent legislation passed by the County Health Department.
- Although the unit tries to discourage it, there is still a need to trap nuisance wildlife. We currently have 6 traps and would like to increase it to 12-15 traps.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Animal Control Division				
<u>Full Time Employees</u>				
Animal Control Officer	2	2	2	2
Animal Shelter Supervisor	1	1	1	1
Total Full Time Employees	3	3	3	3

Division of Crossing Guards

Division of Crossing Guards

Description

The school guards provide protection to children as they walk to and from public and private schools. The guards provide protection at the morning and afternoon school crossings.

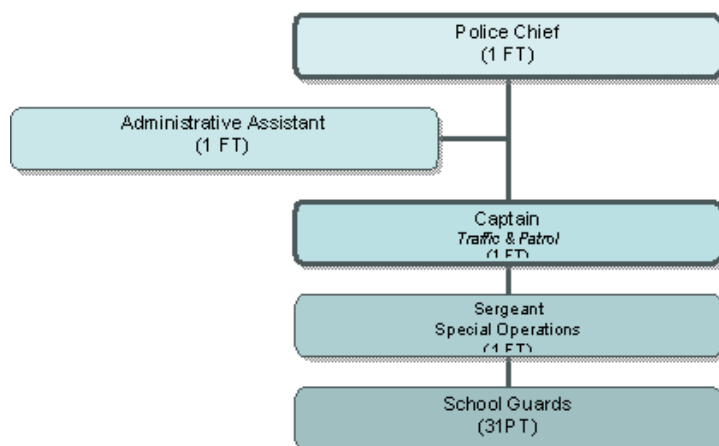
Trends

- The Lakewood Police Department reduced the hours worked by School Guards due to the elimination of the lunchtime crossings. Through agreement with Public Works those employees have been utilized as crossing guards when School Guards are unable to work.

Division Budget

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	235,176	210,185	156,268	155,914	0%
Fringe Benefits	38,332	35,366	27,156	27,156	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	194	-	478	444	-7%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	273,701	245,551	183,902	183,514	0%

Organizational Chart



Division of Crossing Guards

Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Crossing Guards Division				
<u>Part Time Employees</u>				
Crossing Guards	31	31	31	31
<i>Total Part Time Employees</i>	31	31	31	31

Division of Fire & EMS

Mission

To protect and safeguard life and property from fire or hazardous conditions; to provide emergency medical treatment to those in need.

Description

The Division of Fire is tasked with fire prevention, fire safety education, fire and medical rescue operations, and hazard abatement. There are 91 members of the Division of Fire, organized into two areas; staff-support and line operations.

The staff-support area is comprised of Fire Administration, the Mechanics Division and the Fire Prevention Bureau, which is responsible for fire investigations, high-hazard target inspection and re-inspections of all commercial properties cited through the fire company inspection program.

The line operations area consists of Stations 1, 2, and 3 - each equipped with an engine company and/or ladder company as well as an advanced life support medical transport squad. The primary responsibilities are fire/rescue and medical response operations. Fire personnel also respond to hazardous conditions such as gas leaks, downed power lines, chemical emergencies, rescues and extrications. Fire Company personnel perform commercial building inspections, building pre-plans, and annual hydrant testing and maintenance.

Trends

- With the fiscal limitations impacting City operations, The Division of Fire has recently combined two fire companies, an engine company and a ladder company into a combination company, through the acquisition a new, replacement fire vehicle with dual capabilities. This has resulted in a significant reduction in overtime and operational costs.
- A comprehensive regional fire study involving the Westshore cities is currently underway. With economic conditions adversely affecting personnel and staffing levels within the fire service, while service demands remain steady or increase, a regional approach to a fire service delivery system may prove more efficient and cost effective.
- Emergency management demands on planning resources and time allocation is trending upward. Recently, this involved planning and preparing the deployment readiness of community point of distribution locations for H1N1 flu vaccination.
- The pending retirement of upper management and senior fire officers in 2010-11 requires succession planning for transition training.

Division Budgets

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009- 2010
Expenditures by Category					
Salaries	6,059,122	5,669,053	5,611,860	5,563,458	-1%
Fringe Benefits	1,019,616	1,099,618	1,044,947	723,299	-31%
Travel and Transportation	389	576	1,274	1,302	2%
Professional Services	24,866	17,232	43,525	27,605	-37%
Communications	17,437	17,923	24,608	20,014	-19%
Contractual Services	13,036	17,839	10,504	17,159	63%
Materials & Supplies	88,731	93,483	80,117	91,747	15%
Capital	50,998	6,878	34,465	61,537	79%
Utilities	90,064	90,443	92,097	94,535	3%
Other	2,045	3,250	3,381	3,260	-4%
Debt Service					
Transfer or Advance					
Total	7,366,302	7,016,297	6,946,777	6,603,914	-5%

Firemen's Pension Fund (Fund 221)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009- 2010
Expenditures by Category					
Salaries					
Fringe Benefits	1,390,545	1,343,519	1,341,983	1,335,409	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	220,446	221,274	221,724	218,492	-1%
Total	1,610,991	1,564,793	1,563,707	1,553,901	-1%

Lakewood Hospital Special Revenue Fund (Fund 260)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009- 2010
Expenditures by Category					
Salaries	1,212,057	1,171,025	1,175,750	1,207,574	3%
Fringe Benefits	296,119	289,390	393,396	327,135	-17%
Travel and Transportation	351	372	1,130	1,349	19%
Professional Services	83,650	71,615	87,726	87,255	-1%
Communications	2,134	2,167	2,034	4,566	124%
Contractual Services	-	660	-	-	
Materials & Supplies	49,746	52,449	43,102	50,333	17%
Capital	-	-	-	-	
Utilities					
Other	14,816	3,977	20,676	25,865	25%
Debt Service					
Transfer or Advance					
Total	1,658,871	1,591,655	1,723,814	1,704,077	-1%

Division of Fire & EMS

FEMA Fund (Fund 278)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009- 2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	3,250	47,453	-	-	
Communications					
Contractual Services					
Materials & Supplies	1,534	-	-	-	
Capital	35,115	27,924	63,440	119,634	89%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	39,899	75,377	63,440	119,634	89%
TOTAL EXPENDITURES	10,676,063	10,248,123	10,297,738	9,981,526	-3%

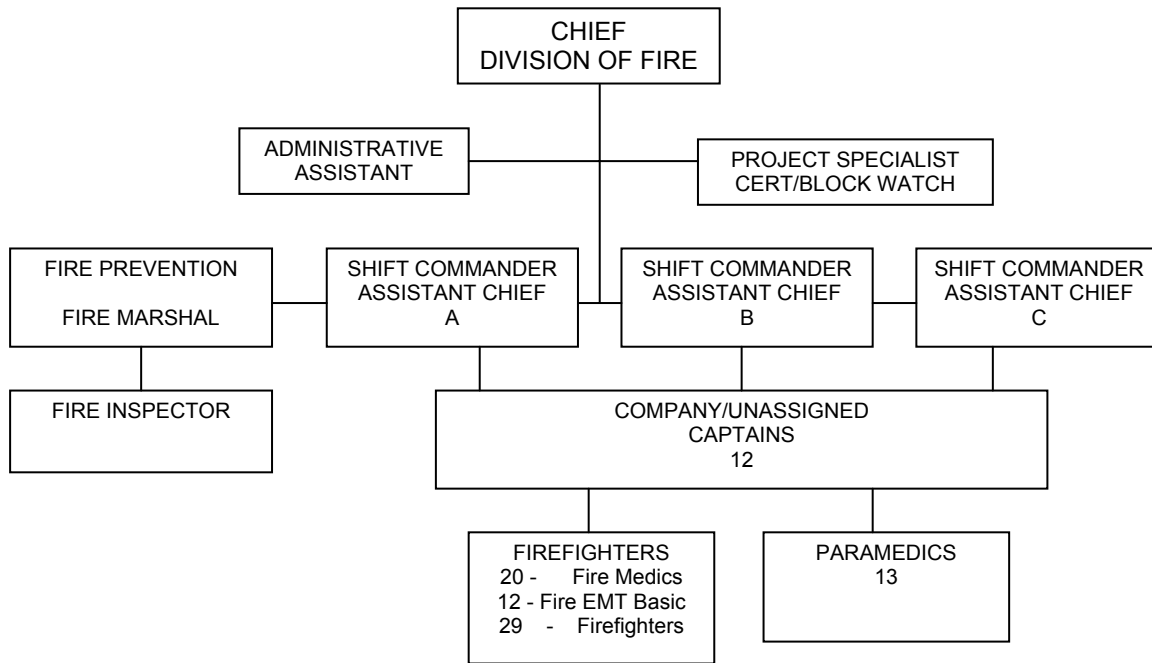
2009 Accomplishments

- Developed a succession program and timeline for promotional exams due to large turnover of personnel in the next 12-24 months.
- Retrofitted all 12-lead heart monitors (ECG) with modems donated by Weshare hospitals to improve communications from the field to the hospital in improving patient care. Specified, purchased and placed in service a replacement medical squad.
- Continued participation in the fire regionalization effort through selection of consulting group; successful grant funding of the study; initial phases of the study include gathering data and interview with key personnel.
- Deliver orientation and required NIMS training as a prerequisite to finalizing local emergency operation planning. Continue on redevelopment of emergency operation plans, participate in plan testing, and continue as an integral part of plan management and operations.

2010 Goals

- Complete promotional exams for upper management; provide transitional orientation and training.
- Completion of the regional fire study in March 2010; participation in implementation planning for identified changes in the fire delivery system.
- Identify and implement revision to or replacement of the current fire records management system.
- Continue redevelopment of emergency operation planning through the Lakewood Emergency Planning Committee; identify replacement Emergency Coordinator.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2007</u>	As of Dec. 31 <u>2008</u>	As of Nov. 15 <u>2009</u>	Proposed <u>2010</u>
Fire & EMS Division				
<u>Full Time Employees</u>				
Fire Chief	1	1	1	1
Assistant Chief	3	3	3	3
Fire Captain	12	10	12	12
Fire Marshall	1	1	1	1
Firefighter I	50	50	50	50
Firefighter II	5	4	4	4
Firefighter III	4	4	0	2
Fire Electrician/Mechanic	3	3	3	3
Fire Inspector	1	1	1	1
Paramedic Supervisor	3	3	3	3
Paramedic	10	10	10	10
Administrative Assistant II	1	1	1	1
Total Full Time Employees	94	91	89	91

Division of Building & Housing

Division of Building & Housing

Mission

Division of Building & Housing is charged with implementing and enforcing the City's local and State of Ohio housing and building codes. They assist in establishing a minimum standard necessary to make all dwelling structures safe, sanitary, free from fire and health hazards, and fit for human habitation and beneficial to the public welfare.

Description

The Division of Housing and Building provides code enforcement and plan examination services. It conducts annual inspections on rental property, permit inspections and prior to sale inspections. The Division issues permits on new construction, repairs and alterations. The Division maintains a registry of contractors able to work in the City. It also accepts applications for the Board of Zoning Appeals, Board of Building Standards and Architectural Review Board and Planning Commission.

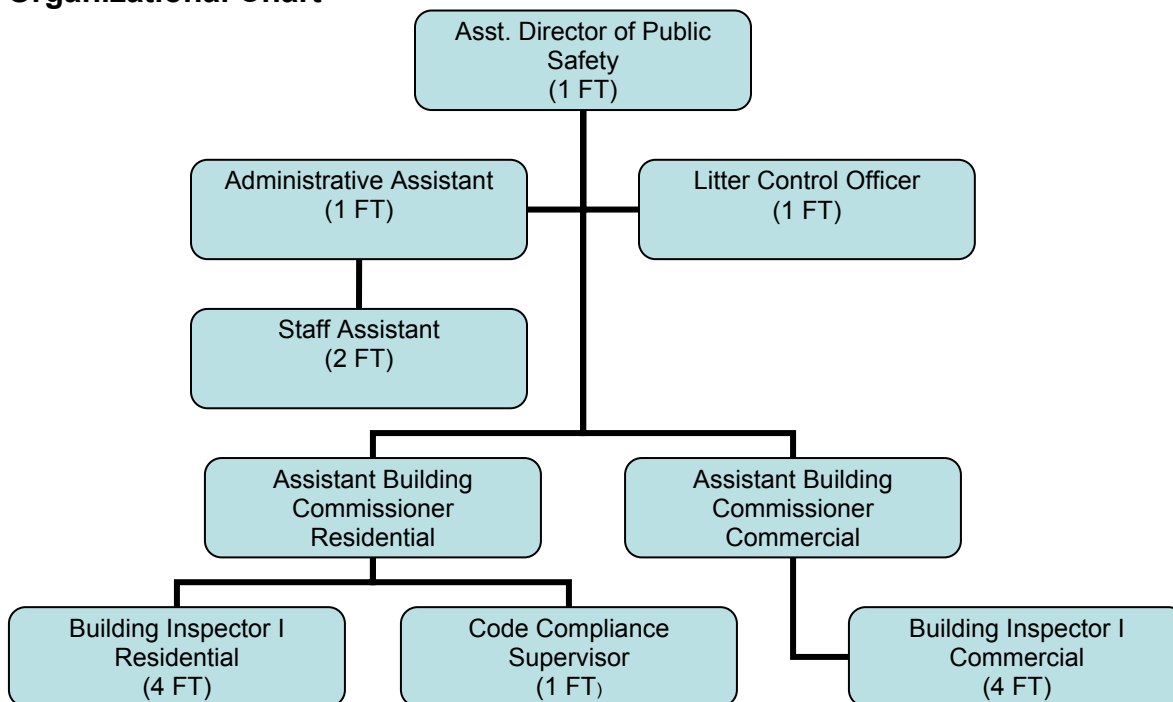
Division Budgets

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	909,836	720,422	684,388	684,523	0%
Fringe Benefits	360,463	309,943	291,097	228,825	-21%
Travel and Transportation	16,599	17,175	13,866	14,810	7%
Professional Services	23,004	25,339	22,626	24,471	8%
Communications	10,007	7,949	7,346	7,298	-1%
Contractual Services					
Materials & Supplies	5,761	2,573	2,405	3,353	39%
Capital	-	-	-	75,000	
Utilities					
Other	6,838	6,127	5,280	4,911	-7%
Debt Service					
Transfer or Advance					
Total	1,332,509	1,089,529	1,027,007	1,043,190	2%

Division of Building & Housing

Community Development Block Grant Fund (Fund 240)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	112,404	107,010	111,730	130,777	17%
Fringe Benefits	15,943	17,395	17,924	20,935	17%
Travel and Transportation	2,260	2,564	2,248	2,873	28%
Professional Services	302	326	356	10,950	2972%
Communications	998	632	430	1,050	144%
Contractual Services					
Materials & Supplies	420	280	220	390	77%
Capital	-	-	-	7,675	
Utilities					
Other	84	145	28	350	1158%
Debt Service					
Transfer or Advance					
Total	132,410	128,351	132,936	175,000	32%
TOTAL EXPENDITURES					
	1,464,919	1,217,880	1,159,943	1,218,190	5%

Organizational Chart



Division of Building & Housing

Personnel Staffing

	As of Dec. 31	As of Dec. 31	As of Nov. 15	Proposed
Division of Building & Housing	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Asst. Director of Public Safety	0	0	1	1
Project Administrator	1	1	1	0
Building Commissioner	1	0	0	0
Assistant Building Commissioner	2	1	2	2
Building Inspector I	7	8	8	8
Building Inspector II	1	0	0	0
Litter Control Officer	0	1	1	1
Code Compliance Specialist	2	0	0	0
Code Compliance Supervisor	1	1	1	1
Staff Assistant I	2	2	2	2
Administrative Assistant II	1	1	1	1
Total Full Time Employees	18	15	16	15

Budget Overview of Public Works

Total Expenditures by Division All Funds	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Public Works Admin	250,525	114,807	242,561	521,841	115%
Street Lighting	489,825	506,420	525,430	525,430	0%
Parks & Public Property	2,512,317	2,320,640	2,035,790	2,108,643	4%
Streets & Forestry	2,879,836	2,552,035	2,159,634	2,383,919	10%
Refuse & Recycling	4,532,072	4,496,111	3,917,709	3,402,442	-13%
Fleet	823,865	854,236	1,349,248	1,298,769	-4%
Engineering	1,571,285	1,066,113	1,486,446	880,423	-41%
Water & Wastewater Collection	22,515,649	12,998,660	11,037,023	11,480,295	4%
Wastewater Treatment Plant	5,098,787	5,260,322	6,740,155	5,134,620	-24%
Winterhurst	1,143,190	560,479	396,525	472,143	19%
Total Expenditures	41,817,350	30,729,824	29,890,521	28,208,523	-6%

Total Expenditures by Category All Funds	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Salaries	8,900,067	8,022,025	7,588,460	7,432,436	-2%
Fringe Benefits	3,310,139	3,589,480	3,262,679	2,621,401	-20%
Travel and Transportation	11,066	5,028	3,760	7,686	104%
Professional Services	377,229	321,934	336,537	353,836	5%
Communications	98,297	103,499	97,078	94,846	-2%
Contractual Services	1,308,870	1,325,864	1,430,490	1,868,745	31%
Road Salt	236,408	275,465	245,000	290,000	18%
Materials & Supplies	1,449,487	1,391,994	1,363,677	1,472,266	8%
Capital	14,561,110	3,553,696	2,306,994	1,175,060	-49%
Utilities	1,611,115	1,718,664	1,860,895	1,833,501	-1%
Purchased Water	5,864,955	5,981,162	5,760,158	6,500,000	13%
Other	724,233	564,937	776,314	714,877	-8%
Debt Service	3,364,375	3,026,076	2,458,479	2,546,883	4%
Transfer or Advance	-	850,000	2,400,000	1,296,986	-46%
Total Expenditures	41,817,350	30,729,824	29,890,521	28,208,523	-6%

Total Expenditures by Category General Fund	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Salaries	4,819,835	4,347,054	4,123,908	3,903,501	-5%
Fringe Benefits	1,835,593	1,993,793	1,766,412	1,388,094	-21%
Travel and Transportation	1,567	784	397	641	62%
Professional Services	141,017	109,894	54,044	49,014	-9%
Communications	31,091	26,277	22,892	19,571	-15%
Contractual Services	1,010,339	1,090,361	1,088,447	1,015,030	-7%
Materials & Supplies	564,753	574,113	731,223	726,383	-1%
Capital	34,593	1,982	11,787	138,962	1079%
Utilities	883,704	930,473	893,120	853,614	-4%
Other	216,845	10,877	15,877	14,842	-7%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	9,539,336	9,085,609	8,708,107	8,109,651	-7%

Division of Public Works Administration

Mission

The Division of Public Works Administration provides essential services to residents while maintaining City infrastructure, property and equipment.

Description

Public Works Department is responsible for the administrative control and supervision of eight divisions – Parks & Public Property, Streets & Forestry, Fleet Management, Water & Wastewater Collection, Wastewater Treatment, Refuse & Recycling, Engineering and Winterhurst.

The Public Works Administration Division is also responsible for operating the City Hall switchboard and issuing permits for various for public parking lots, pavilion rentals, and for contractors performing work in the public right of way.

Trends

- Public Works will be managing Lakewood's Energy Efficiency Community Block Grant (EECBG) and working with Lakewood City Schools to develop a new School Travel Plan (STP) for the City.
- Some of the large projects within Public Works for 2010 will be a comprehensive review of Lakewood's electric and natural gas bills and comprehensive inventories of the streets, sidewalks and signs throughout Lakewood.
- Also, we will be continuing to perform research on our sewer system for a Long Term Control Plan.
- Within all of Public Works, we will be striving to provide Lakewood citizens with services and facilities that everyone is proud of. While economic problems may hamper our efforts, we will be prioritizing our work efforts and utilizing technology and more efficient methods to complete our work.

Division of Public Works Administration

Division Budgets

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	170,001	76,799	112,419	112,475	0%
Fringe Benefits	70,403	29,101	29,805	33,431	12%
Travel and Transportation	-	213	108	372	246%
Professional Services	905	696	600	1,031	72%
Communications	1,636	1,512	1,454	1,173	-19%
Contractual Services	-	40	1,007	2,790	177%
Materials & Supplies	1,215	1,173	713	692	-3%
Capital					
Utilities					
Other	208	120	946	951	1%
Debt Service					
Transfer or Advance					
Total	244,367	109,653	147,052	152,916	4%

Energy Efficiency and Conservation Block Grant (Fund 244)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries			10,000	29,120	191%
Fringe Benefits			1,545	3,955	156%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services			75,000	327,480	337%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	86,545	360,555	317%

Division of Public Works Administration

Community Festival (Fund 212)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	5,366	4,599	7,776	7,250	-7%
Fringe Benefits	792	555	1,188	1,120	-6%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	6,157	5,154	8,964	8,370	-7%

TOTAL EXPENDITURES	250,525	114,807	242,561	521,841	115%
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Division of Street Lighting Budget

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Utilities	489,825	506,420	525,430	525,430	0%
Total	489,825	506,420	525,430	525,430	0%

2009 Accomplishments

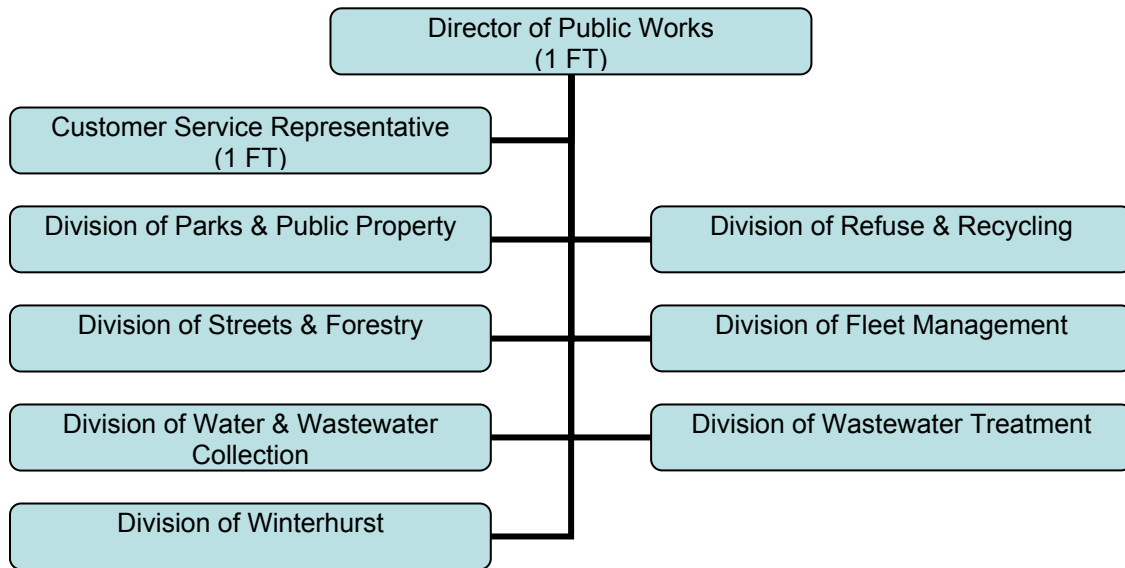
- Review and restructuring of Sidewalk Permit fee schedule.

2010 Goals

- Assessment and potential revision of all Public Works permit fees so that they are more in line with general standards.

Division of Public Works Administration

Organizational Chart



Personnel Staffing

Public Works Administration	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Full Time Employees				
Director of Public Works	1	1	1	1
Administrative Assistant II	1	0	0	0
Customer Service Rep	1	1	1	1
Total Full Time Employees	3	2	2	2

Division of Parks & Public Property

Division of Parks and Public Property

Mission

The mission of the Division of Parks and Public Property is to maintain the City's public buildings, enhance and beautify parks and public properties, and upgrade and improve our playgrounds and parks amenities to provide the citizens of Lakewood with attractive, well-maintained and well-managed facilities, and with the finest recreational opportunities available.

Description

The Division of Parks and Public Property is responsible for the maintenance and upkeep of all publicly-owned properties, City Facilities, Lakewood's 75 acres of parks property and an additional 75 acres of greenspace. The Division is comprised of 4 separate units:

- Construction and Maintenance
- Groundskeepers
- Security
- Communications

Trends

- Working with the Department of Planning and Development to create a Parks System Master Plan
- Develop an agreement with the Lakewood City Schools to summarize the coordination of duties between the City and Schools

Division Budgets

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Program					
Parks	1,216,073	1,210,326	1,059,490	1,083,856	2%
Construction	290,147	308,561	338,223	313,763	-7%
Security	56,284	39,015	56,542	96,060	70%
Building and Facilities	577,183	584,876	469,646	419,969	-11%
Band Concerts	34,180	28,897	30,828	28,670	-7%
Museums	11,823	9,071	11,321	10,529	-7%
Swimming Pools	260,944	72,983	-	-	
Fourth of July Festival	47,880	49,281	47,823	44,475	-7%
Tennis Courts	17,803	17,629	17,549	16,320	-7%
Total	2,512,317	2,320,640	2,031,422	2,013,643	-1%

Division of Parks & Public Property

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	1,249,578	1,159,932	1,051,350	1,056,389	0%
Fringe Benefits	464,094	530,367	444,817	357,465	-20%
Travel and Transportation	-	-	-	-	
Professional Services	46,690	40,070	36,223	31,968	-12%
Communications	13,758	12,790	9,523	7,316	-23%
Contractual Services	58,350	55,942	60,214	55,500	-8%
Materials & Supplies	152,728	141,777	108,140	146,887	36%
Capital	1,388	-	-	73,000	
Utilities	330,666	376,167	318,246	282,406	-11%
Other	195,065	3,596	2,909	2,710	-7%
Debt Service					
Transfer or Advance					
Total	2,512,317	2,320,640	2,031,422	2,013,643	-1%

City Park Improvement (Fund 405)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Capital	-	-	4,367	70,000	1503%
Total	-	-	4,367	70,000	1503%

CDBG (Fund 240)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Capital	-	-	-	25,000	
Total	-	-	-	25,000	

TOTAL	2,512,317	2,320,640	2,035,790	2,108,643	4%
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2009 Accomplishments

- Completed several infrastructure improvements at City-owned properties, including: replacement of filtration pumps and motors at municipal pools, upgrades at Police Department Mini Station, zone controls for heating in Fleet, and replacement of chairs at the Woman's Club Pavilion.
- Completed several parks improvements including: installation of landscaping at Madison Park; replacement of worn out equipment, installation of new benches and infield dirt at Edwards Park; and installation of additional Community Gardens at Madison Park.
- Continued to provide security at Women's Club Pavilion and City Hall.

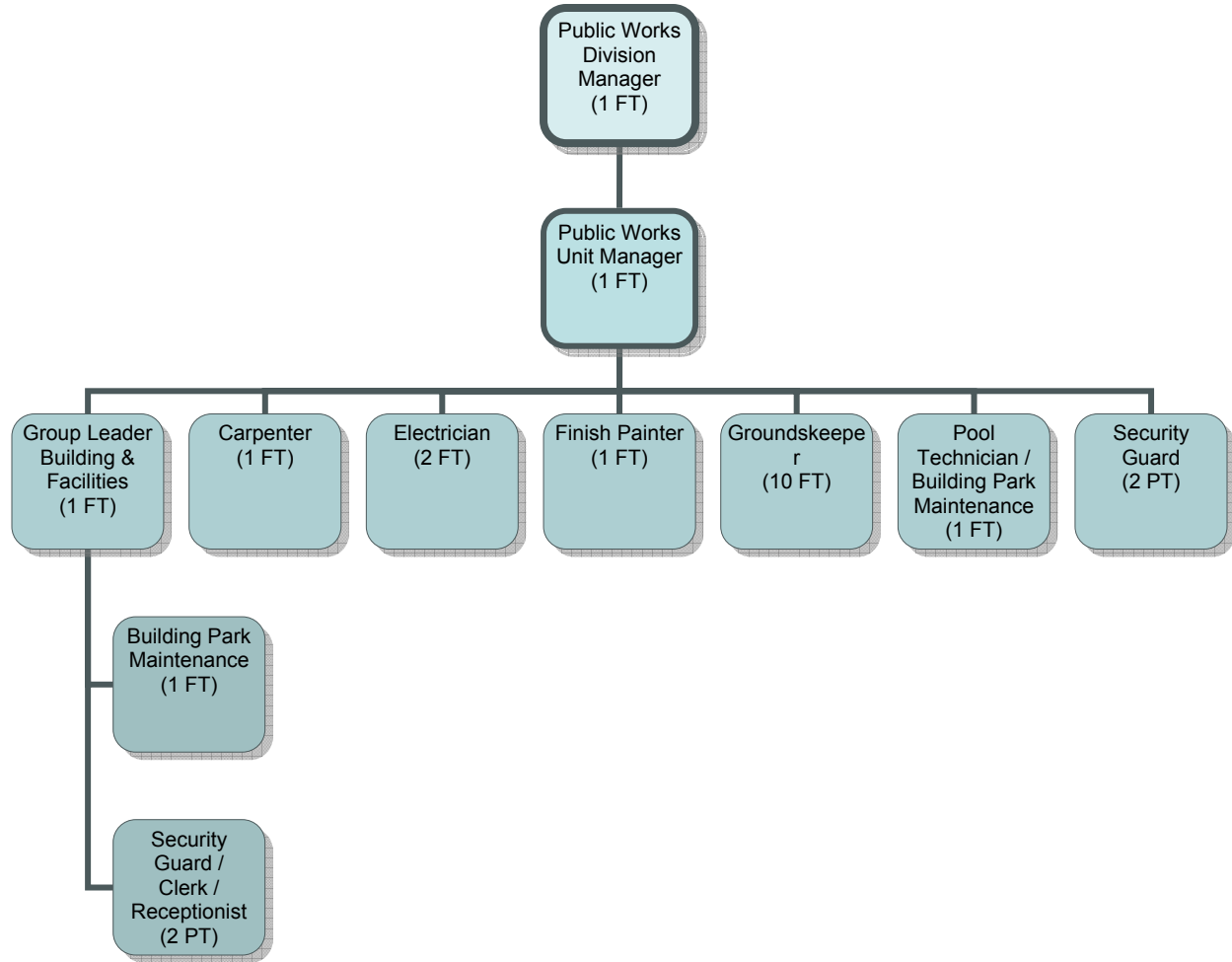
2010 Goals

- Complete infrastructure improvements at City-owned properties, including: maintenance work at the Kiwanis Pavilion, installation of signage in the parks, implementation of furnace update at Foster Pool equipment room, and installation of a walking path at Madison Park.

Division of Parks & Public Property

- Implement improvements at the parks, including: extension of personnel coverage in the parks, renovation of sand volleyball courts in Lakewood Park, replacement of worn out playground equipment as needed, and continuing with the Parks Master Planning Process initiated in the fall of 2009.
- Implement the provision of additional security personnel at Lakewood Parks.

Organizational Chart



Division of Parks & Public Property

Personnel Staffing

Parks and Public Properties	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Security				
Part-Time Employees				
Security Guard	5	5	2	5
Total Part-Time Employees	5	5	2	5
Parks				
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	1	1	1	1
Group Leader	0	0	0	0
Administrative Assistant I	1	0	0	0
Groundskeeper	10	10	9	10
Pool Tech/Bldg. Park Maintenance	1	1	1	1
Total Full Time Employees	14	13	12	13
Buildings & Facilities				
Full Time Employees				
Group Leader	1	1	1	1
Building Park Maintenance	1	1	1	1
Cleaning Person	2	0	0	0
Total Full Time Employees	4	2	2	2
Park-Time Employees				
Security Guard	1	1	1	0
Clerk/Receptionist	1	1	1	0
Total Part-Time Employees	2	2	2	0
Construction				
Full Time Employees				
Carpenter	1	1	1	1
Electrician	2	2	2	2
Finish Painter	1	1	1	1
Building Park Maintenance	0	0	0	0
Total Full Time Employees	4	4	4	4

Division of Streets & Forestry

Mission

The Division of Streets repairs and provides maintenance for 200 residential streets by means of proper planning and scheduling of work by a professional management team, and skilled and licensed employees who use modern equipment and techniques to ensure safe road conditions throughout the city.

The Traffic Signs & Signals Unit maintains and upgrades the city's signage and signal system, and implements any new innovations that can effectively monitor and control traffic.

The Division of Forestry maintains Lakewood's urban forest through implementation of a systematic trimming schedule, removal of deceased trees, and management of a comprehensive reforestation program by licensed, certified arborists.

Description

The Streets Maintenance and Repair Unit is responsible for street pavement maintenance operations, pavement and sidewalk repair following City utility work, snow and ice control, street sweeping, and the fall leaf collection.

The Traffic Signs & Signals Unit maintains all street signs and traffic signals and performs pavement striping throughout the City. The Signs and Signals Shop, located on City property behind the Beck Center, contains a fully equipped sign manufacturing facility. The Signals crew is on 24-hour call to quickly respond to inoperative traffic signals due to storm damage.

Specific responsibilities of Traffic Signs & Signals Division include:

- Maintaining all signs within the city right-of-way;
- Creating signs and decals requested by various city departments;
- Printing parking permits and decals;
- Maintaining all street markings, including centerlines, crosswalks, stopbars, railroad crossings, traffic islands, and parking lots;
- Painting parking lines on the grass for special events;
- Maintaining and servicing all traffic lights within the city;
- Maintaining all conduit related to traffic signals;
- Upgrading the electronic signal system;
- Installing and removing non-traffic items such as banners, flags, hanging flower baskets, etc.

The Forestry Unit maintains all of the trees on public property, including those on tree lawns. Trees are removed when they are diseased or dead and pose a danger to the public. The department has a crew of certified arborists equipped to trim branches, remove diseased trees including the stumps, plant new trees and shred the resulting wastes for recycling into mulch.

Division of Streets & Forestry

Trends

- Continue to use a salt use reduction plan that began in 2009
- Add as many new tree with the Reforestation Program as possible while reducing trees in imprudent locations

Division Budget(s)

DIVISION OF STREETS AND FORESTRY	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Program					
Traffic Signs and Signals	2,457,113	2,169,934	1,772,967	1,966,162	11%
Forestry	422,723	382,102	386,667	417,756	8%
Total	2,879,836	2,552,035	2,159,634	2,383,919	10%

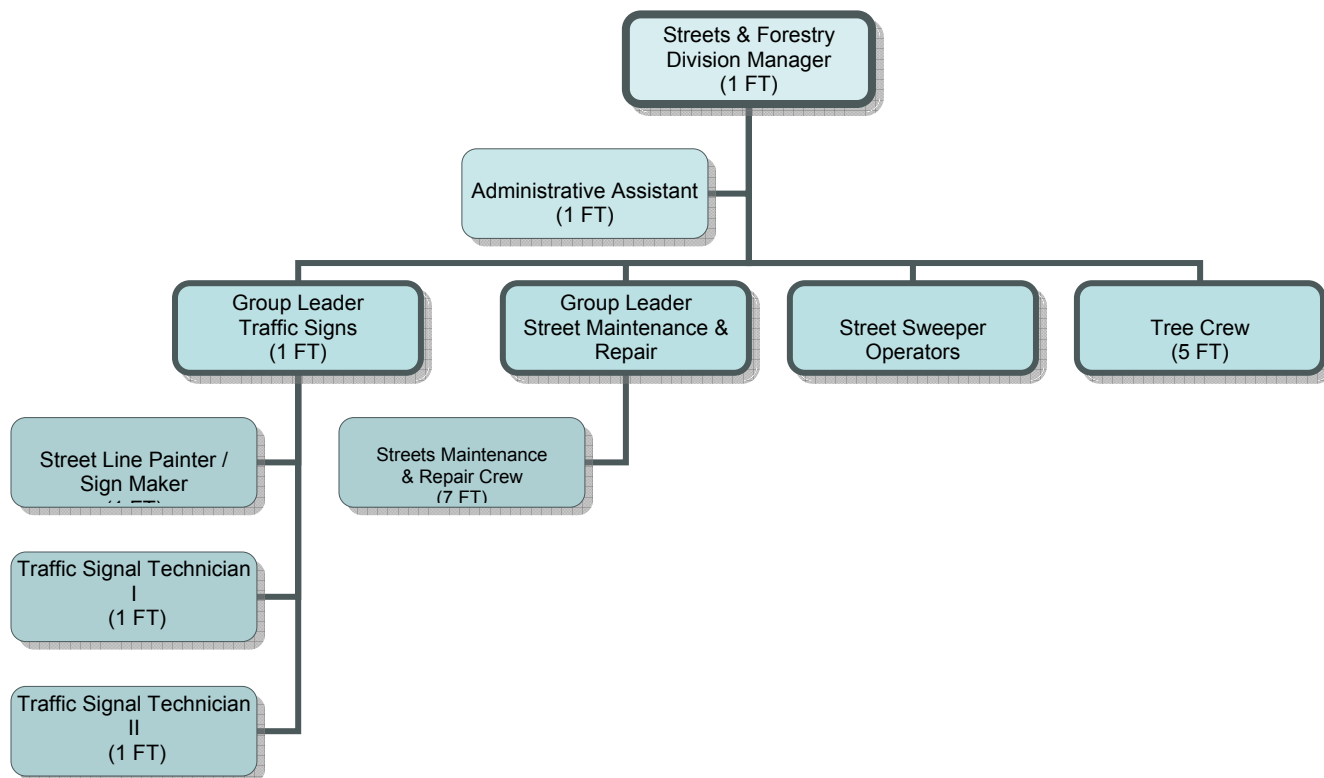
General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	285,031	246,779	252,241	252,651	0%
Fringe Benefits	115,946	113,616	114,976	92,016	-20%
Travel and Transportation					
Professional Services	2,439	3,095	1,191	1,108	-7%
Communications	1,263	1	6	6	-7%
Contractual Services	3,675	59	40	37	-7%
Materials & Supplies	48,906	18,121	18,213	16,939	-7%
Capital	-	-	-	55,000	
Utilities					
Other	1,612	432	-	-	
Debt Service					
Transfer or Advance					
Total	458,871	382,102	386,667	417,756	8%

Division of Streets & Forestry

State Highway Fund Budget (Fund 201)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Road Salt	225,000	153,359	120,000	140,000	17%
Total Expenditures	225,000	153,359	120,000	140,000	17%

Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	1,119,227	862,083	800,606	810,747	1%
Fringe Benefits	409,875	401,834	378,271	278,429	-26%
Travel and Transportation	-	-	-	-	
Professional Services	25,782	26,951	1,685	42,175	2403%
Communications	3,561	4,977	4,507	4,114	-9%
Contractual Services	75,407	61,757	63,340	200,500	217%
Road Salt	11,408	122,106	125,000	150,000	20%
Materials & Supplies	279,301	293,139	170,988	190,575	11%
Capital	205,223	145,184	160	25,300	15713%
Utilities	64,140	97,068	106,644	101,312	-5%
Other	2,041	1,476	1,766	1,580	-11%
Debt Service					
Transfer or Advance				21,430	
Total	2,195,965	2,016,574	1,652,967	1,826,162	10%

Organizational Chart



Personnel Staffing

Division of Streets & Forestry	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Streets & Traffic				
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	1	0	0	0
Group Leader	3	3	3	3
Staff Assistant	1	0	0	0
Administrative Assistant I	0	1	1	1
SCMR Crew	6	7	7	7
Street Sweeper Operator	2	2	2	2
Sidewalk Inspector	1	0	0	0
Traffic Signal Technician I	1	1	1	1
Traffic Signal Technician II	1	1	1	1
Street Line Painter/Sign Maker	1	1	1	1
Total Full Time Employees	18	17	17	17
Forestry				
Full Time Employees				
Public Works Unit Manager	0	0	0	0
Tree Crew	5	5	5	5
Total Full Time Employees	5	5	5	5

Division of Refuse & Recycling

Mission

The Division's mission is to provide an efficient and cost-effective municipal solid waste program focused on customer satisfaction.

Description

The Division of Refuse and Recycling provides once-per-week, automated curbside collection of household garbage and trash contained in City-owned, wheeled refuse carts that have been provided to all single-, two-, three- and four-unit residential properties. For those residents that are physically unable to move the refuse cart to the curb, the Division provides special back yard collection services. The Division also administers a separate collection of bulk trash items and bundled or bagged refuse that does not fit in the refuse cart.

Effective July 1, 2009 all buildings that receive City of Lakewood municipal solid waste collection services are required to separate recyclable materials from their solid waste destined for disposal. The Division provides curbside collection of paper and cardboard recyclables, blue bag mixed recyclables, and yard waste for all residential and business properties.

Trends

- The change from back yard Cushman refuse collection to curbside automated collection impacted the budget in several areas:
 - Salaries and Wages were reduced through a reduction in manpower needed for the collections;
 - Gasoline costs reduced by approximately 40% through a reduction in use of Cushman vehicles;
 - Diesel costs increased by approximately 30% with the automated routing and bulk collections.
- The implementation of Mandatory Recycling program impacted the budget:
 - Increased recycle volume required a change from dual stream recycle collection to single stream recycle collection in order to maintain the same six-person staffing level.
 - The change to single stream recycle disposal impacted the operating budget with added disposal costs for recycle disposal, currently \$8/ton. This cost will increase in 2010.
 - Refuse disposal costs were reduced with increased recycling tonnage and decreased refuse tonnage.
 - Diesel costs increased with the addition of a third route for single stream collection.
- The reduction in staffing level by eight employees (two by attrition and six lay-offs) impacted the budget:
 - Reduced the Salaries and Wages budget;
 - Reduced the Operating budget by eliminating the use of Temporary Labor;

Division of Refuse & Recycling

- Increased the Salaries and Wages Overtime budget for Saturday Drop-Off Facility operation, and various overtime needed to maintain daily collection schedules.

Division Budgets

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	2,213,836	2,023,400	1,910,145	1,656,031	-13%
Fringe Benefits	871,012	978,964	851,342	618,700	-27%
Travel and Transportation	-	57	-	-	
Professional Services	78,235	56,352	4,260	3,962	-7%
Communications	6,810	5,972	6,100	5,673	-7%
Contractual Services	945,446	1,021,073	958,830	891,712	-7%
Materials & Supplies	327,748	363,071	139,033	129,300	-7%
Capital	14,477	282	-	-	
Utilities	53,590	35,620	34,979	32,325	-8%
Other	6,467	1,489	11,193	10,410	-7%
Debt Service					
Transfer or Advance					
Total	4,517,623	4,486,279	3,915,881	3,348,113	-14%

Litter Control (Fund 212)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	2,728	268	-	-	
Professional Services	1,325	338	-	-	
Communications	24	7	-	-	
Contractual Services					
Materials & Supplies	3,113	5,379	1,829	3,000	64%
Capital	-	-	-	-	
Utilities					
Other	7,259	3,841	-	5,000	
Debt Service					
Transfer or Advance					
Total	14,449	9,832	1,829	8,000	338%

CDBG (Fund 240)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries				40,129	
Fringe Benefits				6,200	
Total	-	-	-	46,329	

TOTAL EXPENDITURES	4,532,072	4,496,111	3,917,709	3,402,442	-13%
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Division of Refuse & Recycling

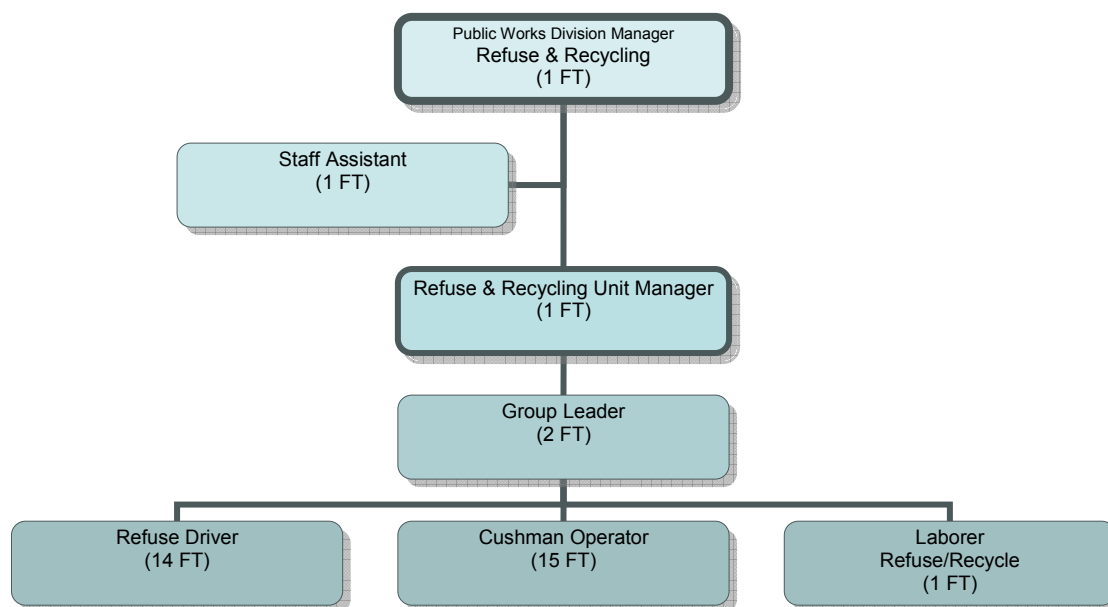
2009 Accomplishments

- Implemented an automated curbside refuse collection system for 17,800 residential units, reducing labor dedicated to refuse collection from 21 full-time employees to 11 full-time employees, and labor costs by approximately \$400,000/year.
- Implemented a Mandatory Recycling Program in July 2009 for all properties receiving City collection services, including recycling programs at eleven condominiums, increasing recycling tonnage by 16% and the participation rate by 21%, and decreasing refuse disposal costs.
- Implemented a back yard refuse collection program for 275 elderly and/or infirm residents who are unable to move their refuse carts to the curb for collection, and received approval for a CDBG Grant to cover the cost of labor for this program in 2010.

2010 Goals

- Establish a yard waste collection season effective March 15 and December 15, with no bagged leaf collection during the Streets Division Fall Leaf Collection Season, to increase efficiency and reduce duplication of City services.
- Establish tracking and enforcement protocol to increase recycling participation and tonnage, and reduce disposal costs, through the use of tags, letters, educational materials, and the use of Mandatory Recycling and Sanitary Ordinance enforcement options.
- Implement a self-supporting automated small business refuse collection service.

Organizational Chart



Personnel Staffing

Refuse & Recycling	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	1	1	1	1
Public Works Programs Coordinator	1	0	0	0
Group Leader	2	2	2	2
Mechanic - Fleet Management	2	0	0	0
Refuse Driver	14	14	14	14
Cushman Operator	23	23	15	15
Laborer Refuse and Recycling	1	1	1	1
Staff Assistant	1	1	1	1
Total Full Time Employees	46	43	35	35

Division of Fleet Management

Division of Fleet Management

Mission

Fleet Management maintains and repairs all motor vehicles and equipment owned or leased by the City of Lakewood (Police, Fire, Human Services, Refuse and Public Works Departments) in a cost-effective manner as compared to purchase of services from commercial vendors.

Description

The Division of Fleet Management provides repair and support service to all of the City of Lakewood's mobile and stationary equipment, 24 hours a day, seven days a week, 365 days a year. The Division operates under Computerized Fleet Analysis (CFA), a data driven database program that tracks all preventative maintenance (PM) and defect services, purchasing and installation of service parts and warranty equipment. Fleet also supports and oversees the City's four underground fuel storage site locations.

Trends

- Fuel, oil and petroleum products comprise a major portion of the Division's operating costs. As such, the costs of fuel and oil will continue to have a significant impact on Fleet's overall expenditures.

Division Budget

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	546,139	554,113	587,701	612,835	4%
Fringe Benefits	204,040	224,494	244,899	205,452	-16%
Travel and Transportation	-	379	-	-	
Professional Services	4,466	5,529	8,229	7,653	-7%
Communications	3,106	2,656	2,615	2,432	-7%
Contractual Services	2,868	5,748	16,120	14,992	-7%
Materials & Supplies	29,044	47,004	462,773	430,379	-7%
Capital	18,728	1,700	11,787	10,962	-7%
Utilities	9,622	12,265	14,465	13,453	-7%
Other	5,852	349	658	612	-7%
Debt Service					
Transfer or Advance					
Total	823,865	854,236	1,349,248	1,298,769	-4%

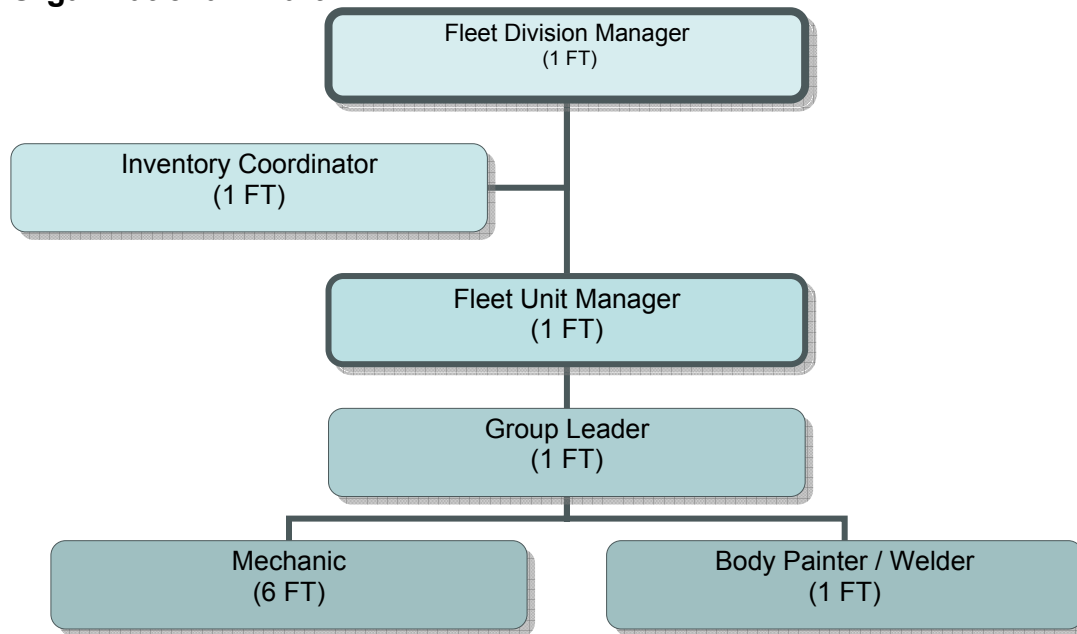
2009 Accomplishments

- The Division of Fleet received a \$166,400 grant through the U.S. EPA's Midwest Clean Diesel Initiative. Funds will be used to eliminate diesel emissions from Division of Refuse and Recycling packer vehicles by retrofitting all vehicles with diesel particulate filter (DPF) systems.
- The Division earned revenues through the public sale of equipment and vehicles no longer in use via the internet.
- All Fleet maintenance staff completed the Electrical 101 Training Module administered by Turbo Training in Strongsville, Ohio. The training will significantly improve staff capabilities in understanding the computer and electrical systems that control most components of vehicles manufactured in the early 1990's to present.

2010 Goals

- Install a ventilation system in the Fleet service garage.
- Retrofit all Division of Police Vehicles with firewall protection equipment.
- Complete the cataloguing of the Division's inventory of current parts and bar coded parts.
- Continue with a Fleet Right-sizing program to reduce, reducing the number of vehicles throughout the City to the minimum amount necessary for operations.

Organizational Chart



Division of Fleet Management

Personnel Staffing

Fleet Management	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	1	1	1	1
Inventory Coordinator	0	1	1	1
Group Leader	0	1	1	1
Mechanic - Fleet Management	6	6	6	6
Body Painter Welder	1	1	1	1
Staff Assistant	1	0	0	0
Total Full Time Employees	10	11	11	11

Division of Engineering

Mission

To provide the citizens of Lakewood and their City Government with professional engineering services in support of information collection and archiving, planning, design and administration of all public infrastructure construction programs. To provide engineering and technical services, construction administration, inspection and quality assurance for all Lakewood infrastructure construction projects.

Description

The Division of Engineering is responsible for all capital improvements of public infrastructure and City facilities. The primary tasks associated with this responsibility are:

- Provide forward planning information for all municipal facility, street, sewer and water rehabilitation and expansion programs including need determination.
- Maintain infrastructure condition databases.
- Manage all professional engineering services to create drawings and specifications for the projects.
- Manage all professional surveying services to examine and approve legal lot splits and consolidations as well as create right of way acquisitions.
- Maintain and expand the infrastructure portion of the geographic information system (G.I.S.).
- Administer the downspout disconnection program.
- Administer all public construction projects including quality control, invoice processing, progress tracking and resident relations.
- Represent the City's interests on infrastructure projects administered by outside public agencies such as the Ohio Department of Transportation and the Cuyahoga County Engineer.
- Approve all construction plans regarding the connections to public infrastructure for private development.
- Administer and maintain all original infrastructure drawings and other records.
- Execute grant applications and presentations.
- Maintain Coastal Erosion Zone maps and records.
- Assist and advise residents on issues related to sewer laterals and water supply lines.

Trends

- CT Consultants is the Municipal Engineering Consultant acting as the City Engineer;
- CDBG Infrastructure Projects are planned and designed by Engineering staff;
- OPWC and Stimulus project funds are requested and administered by the Engineering Division

Division Budget

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	355,250	286,032	210,052	213,119	1%
Fringe Benefits	110,097	117,252	80,573	81,029	1%
Travel and Transportation	1,567	136	289	269	-7%
Professional Services	8,282	4,152	3,540	3,292	-7%
Communications	4,517	3,345	3,195	2,972	-7%
Contractual Services	-	7,500	52,237	50,000	-4%
Materials & Supplies	5,112	2,968	2,350	2,186	-7%
Capital	-	-	-	-	
Utilities					
Other	7,641	4,892	171	159	-7%
Debt Service					
Transfer or Advance					
Total	492,467	426,278	352,407	353,025	0%

CDBG (Fund 240)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	1,078,129	639,835	1,132,634	525,798	-54%
Utilities					
Other	689	-	1,405	1,600	14%
Debt Service					
Transfer or Advance					
Total	1,078,818	639,835	1,134,039	527,398	-53%
TOTAL	1,571,285	1,066,113	1,486,446	880,423	-41%

2009 Accomplishments

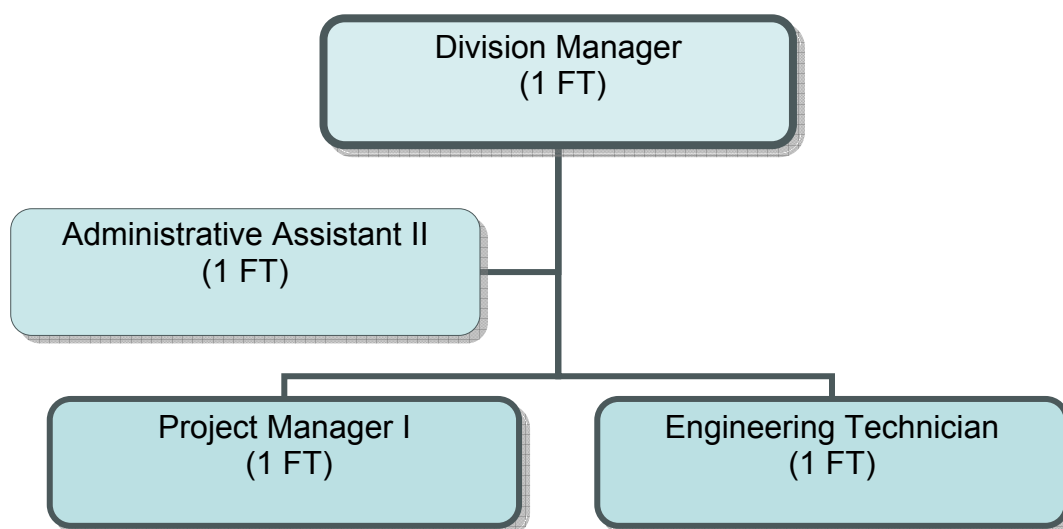
- Received \$855,000 in ARRA Stimulus Money Grants
- Applied for and received \$982,136.00 Issue 2 Grant and \$491,068.00 Issue 2 low interest loan for Bunts Rd.
- In 2009 the Division resurfaced 22 streets totaling 8 miles – more streets done in one season than in the last 30 years.

Division of Engineering

2010 Goals

- Initiate steps toward a revised Long Term Control Plan.
- Secure Issue 2 funding in the amount of \$813,866.00 for over 6,500 feet of water main replacement.
- Bid projects as early in the year as possible to obtain the best bid prices.

Organizational Chart



Personnel Staffing

Engineering	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Full Time Employees				
Division Manager	0	0	1	1
City Engineer	1	0	0	0
Chief Surveyor	1	0	0	0
Engineering Technician	1	1	1	1
Administrative Assistant II	1	1	1	1
Project Manager I	0	1	1	1
Project Manager II	2	1	0	0
Total Full Time Employees	6	4	4	4

Division of Water & Wastewater Collection

Division of Water and Wastewater Collection

Mission

To provide potable water to all residents of the City of Lakewood in supplies adequate to meet the fire protection, domestic and commercial needs of our community, and to maintain the free flow of storm and sanitary sewage through the City's wastewater collection system.

Description

The City of Lakewood owns and operates its water distribution system, consisting of approximately 110 miles of water mains; 3,000 main line valves; 1,600 fire hydrants; and 14,400 water meters. With regard to the water distribution system, the City is responsible for the repair and maintenance of all system components located within the public right-of-way. This includes the administration of ongoing infrastructure assessment programs; repair of water main breaks, service lines, curb boxes, and valve boxes; and maintenance of fire hydrants. The Division is also responsible for reading all water meters, and for the maintenance, replacement and installation of the meters.

The City of Lakewood also owns and operates its wastewater collection system, consisting of approximately 166 miles of storm and sanitary sewer mains. The Division is responsible for the repair and maintenance of all system components located within the public right-of-way. In that capacity, Wastewater Collection administers ongoing assessment of sewer condition through video work, dye testing, and monitoring of the combined sewer overflow (CSO); repairs sewers, manholes and catchbasins; and cleans sewers and catchbasins.

Trends

- Working closely with the Department of Engineering to perform in-house investigations of the City's sewer system that will lead to a better understanding of the system and an improved model of its characteristics.

Division Budgets

Water Fund (Fund 501)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Program					
Water Distribution	11,323,738	8,103,003	7,193,447	7,667,664	7%
Water Metering	578,221	585,396	562,803	587,023	4%
Total	11,901,959	8,688,400	7,756,251	8,254,687	6%

Division of Water & Wastewater Collection

Water Fund (Fund 501)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	772,207	736,107	669,998	702,718	5%
Fringe Benefits	303,326	330,067	293,229	250,132	-15%
Travel and Transportation	4,558	3,837	3,114	4,315	39%
Professional Services	80,624	83,668	65,788	80,452	22%
Communications	51,938	61,991	64,274	66,387	3%
Contractual Services	59,916	5,225	5,512	117,685	2035%
Materials & Supplies	200,110	172,954	148,186	190,173	28%
Capital	4,502,101	1,117,192	471,608	110,000	-77%
Utilities	21,866	23,309	73,615	74,575	1%
Purchased Water	5,864,955	5,981,162	5,760,158	6,500,000	13%
Other	40,359	172,888	200,588	158,250	-21%
Debt Service					
Transfer or Advance					
Total	11,901,959	8,688,400	7,756,071	8,254,687	6%

Wastewater Fund (Fund 510)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	751,636	755,668	664,480	664,842	0%
Fringe Benefits	283,665	310,236	283,696	246,466	-13%
Travel and Transportation	941	140	100	1,230	1134%
Professional Services	19,589	19,375	16,596	128,400	674%
Communications	4,179	1,429	1,249	1,154	-8%
Contractual Services	95,671	109,233	130,110	133,200	2%
Materials & Supplies	137,123	146,029	93,972	106,750	14%
Capital	7,203,156	1,007,899	62,066	175,000	182%
Utilities	14,577	19,540	16,556	19,000	15%
Other	82,155	99,863	262,101	287,130	10%
Debt Service	2,020,998	1,840,849	1,450,024	1,459,021	1%
Transfer or Advance	-	-	300,000	3,305	-99%
Total	10,613,690	4,310,260	3,280,951	3,225,499	-2%

TOTAL	22,515,649	12,998,660	11,037,023	11,480,186	4%
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2009 Accomplishments

- Rescheduled Water and Wastewater Collection personnel in order to provide staff support to the Division of Refuse and Recycling as they implemented changes in their collection system.
- Completed cleaning, TV'ing and mapping of the wastewater collection system to move toward a solution to the City's Long Term Control Plan.

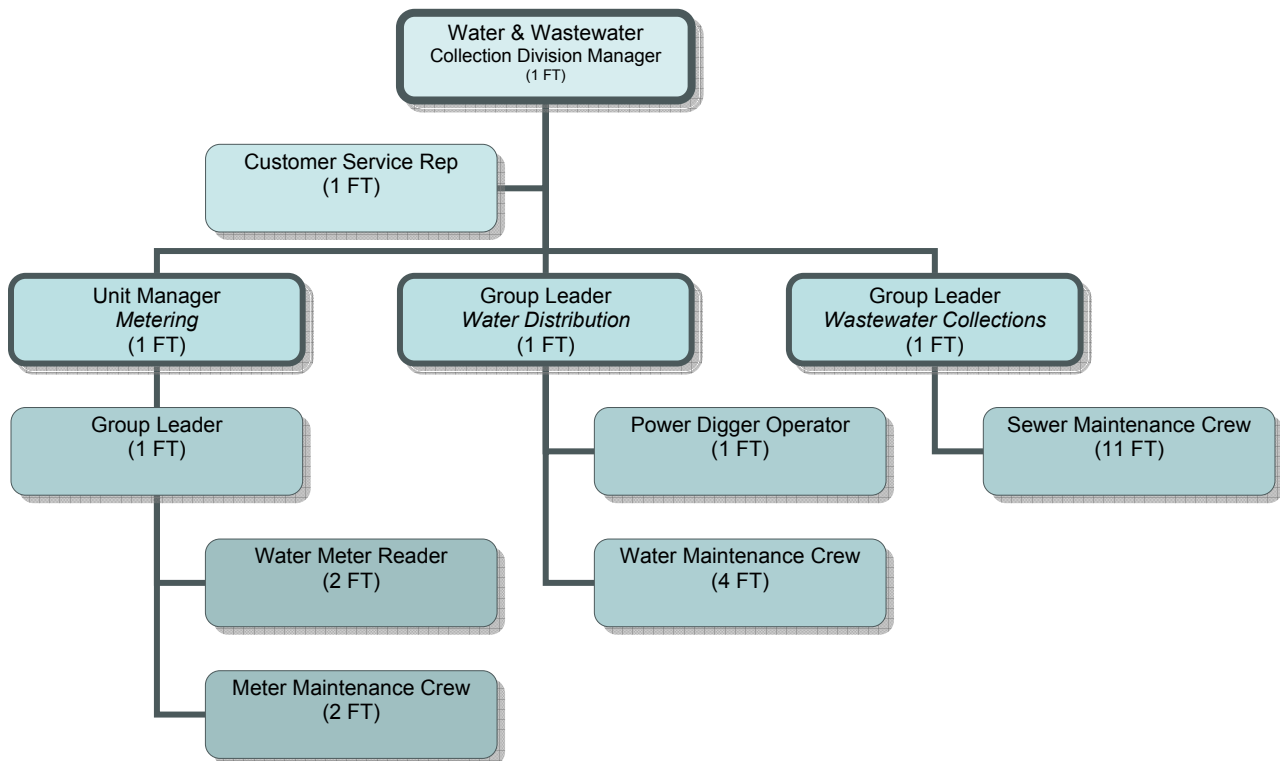
Division of Water & Wastewater Collection

- Achieved a reduction in overtime hours through: 1) cross-training of personnel and 2) increased screening and assessment of watermain and sewer service calls.

2010 Goals

- Within the Metering Unit, track the amount of time devoted to delinquent service shut-offs and turn-ons.
- Increase cross-training of personnel in order to compensate for attrition of a power digger operator and maintenance crew positions imposed by budget constraints.
- Upon approval, initiate implementation of requirements of the City's Long Term Control Plan.

Organizational Chart



Division of Water & Wastewater Collection

Personnel Staffing

Water and Wastewater Collection	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Water Distribution Unit				
Full Time Employees				
Public Works Unit Manager	1	0	0	0
Group Leader	1	1	1	1
Power digger Operator	1	1	1	1
Water Maintenance Crew	5	5	4	4
Customer Service Rep	1	1	1	1
Total Full Time Employees	9	8	7	7
Water Metering Unit				
Full Time Employees				
Public Works Unit Manager	1	1	1	1
Group Leader	1	1	1	1
Water Meter Reader	2	2	2	2
Meter Maintenance Crew	2	2	2	2
Total Full Time Employees	6	6	6	6
Wastewater Collection Unit				
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	0	0	0	0
Group Leader	1	1	1	1
Sewer Digging Crew	3	3	3	3
Sewer Maintenance Crew	8	8	8	8
Water Maintenance Crew	0	0	0	0
Power Digger Operator	1	1	0	0
Total Full Time Employees	13	13	12	12

Division of Wastewater Treatment

Mission

The City's Division of Wastewater Treatment is responsible for treating all waste streams conveyed to the facility, and disposal of all subsequent stabilized byproducts. Through the use of state-of-the art processes and trained personnel, the facility is capable of not only meeting, but also exceeding the discharge parameters mandated by its National Pollutant Discharge Elimination Systems (NPDES) permit. This insures that Lakewood helps preserve one of our nation's greatest natural resources – Lake Erie.

Description

The City of Lakewood Division of Wastewater Treatment processes all wastewater conveyed to the facility through the City's collection system to a level that meets or exceeds all discharge regulations. The solids (pollutants) removed are processed to a degree that allows for disposal by land-application. The Plant is self-sufficient in that all routine activities are administered in-house, and include the following:

- Process operation & facility esthetics – Operate and adjust process equipment to insure optimal treatment and regulatory compliance. Maintain the esthetics of the facility processes, buildings and grounds.
- Maintenance - Perform proactive and reactive maintenance on process equipment/instrumentation, building maintenance, and installation of new and updated process equipment and instrumentation.
- Bio-solids treatment & disposal - Dewater sewage sludge (bio-solids) and deliver to EPA-approved disposal sites. Monitor the land application of bio-solids to insure that it meets all regulatory requirements.
- Laboratory analysis - Analyze daily process samples to insure regulatory compliance as required by NPDES permit. Formulate process adjustments based on analysis results to insure optimal and cost effective treatment.

Trends

There presently are two regulatory trends impacting or potentially impacting the operation of the WWTP:

- The ability to accept and treat increased wet weather flows from combined sewerage collection areas.
- Stricter regulations governing the treatment and disposal of sewage sludge (biosolids) by means of land application.

Division of Wastewater Treatment

Division Budgets

Wastewater Treatment Fund (Fund 511)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	1,123,804	1,140,077	1,279,364	1,274,128	0%
Fringe Benefits	404,288	499,501	537,582	447,005	-17%
Travel and Transportation	764	-	150	1,500	903%
Professional Services	51,466	43,713	37,141	53,795	45%
Communications	4,798	6,936	4,155	3,620	-13%
Contractual Services	63,311	56,382	68,081	74,850	10%
Materials & Supplies	229,422	187,706	217,480	255,385	17%
Capital	1,352,602	619,263	399,490	105,000	-74%
Utilities	360,574	378,064	408,618	385,000	-6%
Other	141,255	217,025	269,076	246,475	-8%
Debt Service	165,005	165,067	164,369	240,536	46%
Transfer or Advance					
Total	3,897,290	3,313,735	3,385,505	3,087,294	-9%

Wastewater Improvement Fund (Fund 512)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	-	160,183	-	-100%
Communications					
Contractual Services					
Materials & Supplies					
Capital	183,092	22,341	224,881	-	-100%
Utilities					
Other	4,577	54,087	25,501	-	-100%
Debt Service	1,013,829	1,020,159	844,086	847,325	0%
Transfer or Advance	-	850,000	2,100,000	1,200,000	-43%
Total	1,201,497	1,946,586	3,354,650	2,047,325	-39%
TOTAL	5,098,787	5,260,322	6,740,155	5,134,620	-24%

2009 Accomplishments

- Complied with National Pollutant Discharge Elimination System (NPDES) permit's treatment requirements without experiencing a discharge parameter violation.
- The Division of Waste Water Treatment Plant (WWTP) took over the monitoring and sampling of the permitted Combined Sewer Overflow (CSO) locations from the Division of Waste Water Collections (WWC). This transition included a conversion from random monitoring and sampling to continuous monitoring and quarterly sampling as required by the NPDES permit.
- Completed or initiated several major capital projects, including:

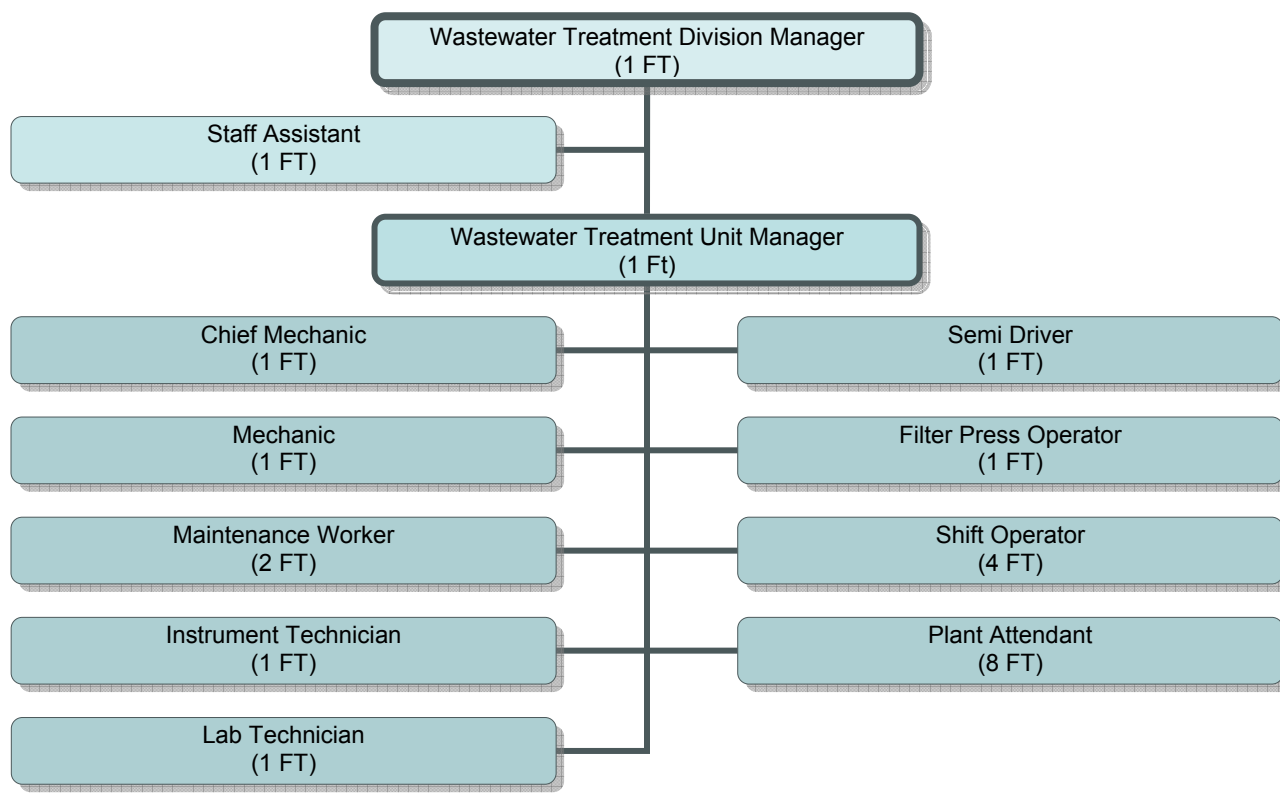
Division of Wastewater Treatment

- Primary Digester Recirculation Pumps
- Logic Controller/Data System Upgrade (completed)
- Gate/Valve Actuators (completed)
- Heat Exchanger Tube Re-core (completed)
- Aeration Tank Isolation Gates
- Thickener Tank Drive Units
- Restoration Deteriorated Concrete
- Ultraviolet Disinfection System Lamp Replacement
- Secondary Digester Cover Replacement and Mixing

2010 Goals

- Continue compliance with the requirements of the National Pollutant Discharge System (NPDES) permit, and all other regulatory requirements.
- Continue research into treatment process upgrades designed to improve efficiency from a treatment perspective, as well as controlling cost and improving energy usage.
- Replenish the core of certified operators, recently depleted, by providing WWTP employees with educational opportunities necessary for their procuring certification as a Wastewater Operator.

Personnel Organization



Personnel Staffing

Wastewater Treatment Plant	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Work Unit Manager	0	1	1	1
Filter Press Operator	1	1	1	1
Chief Mechanic	1	1	1	1
Semi-Truck Driver	1	1	1	1
Instrument Technician	1	1	1	1
Lab Technician	1	1	1	1
Maintenance Worker	3	3	2	2
Mechanic	1	1	1	1
Plant Attendant	8	8	7	8
Staff Assistant	1	1	1	1
Shift Operator	4	4	4	4
Total Full Time Employees	23	24	22	23

Winterhurst Ice Rink

Winterhurst Ice Rink

Winterhurst Ice Rink is a double-rink, indoor ice skating facility owned by the City of Lakewood. It is one of the largest municipal skating facilities in the Country. Although operated by the City since its construction in 1974, in recent years the facility had become cost-prohibitive to maintain. To reduce expenditures, in August of 2008, the City of Lakewood entered into contract with Ice Land USA – Lakewood LLC to lease and provide managerial services for the rink. Terms of the agreement include the following:

- Ice Land USA will lease and operate the facility, now named “Serpentini Arena,” for a period of five years at a rate of \$75,000 per year;
- Ice Land USA will pay the City of Lakewood 10% of the Rink’s annual net profits;
- Iceland USA will invest approximately \$1 million in new improvements to the facility. The renovations include new locker rooms, a new entranceway, new flooring and new boards and glass for the entire facility.
- Iceland USA has absorbed employee costs, which in turn has reduced the City’s payroll by approximately 13 employees;
- Iceland USA will be responsible for landscaping, snow removal and routine maintenance of the facility;
- Iceland USA sponsored the City of Lakewood’s 2008 Fourth of July fireworks display.
- Lakewood residents will continue to receive a resident discount at the facility.

The contract with Ice Land USA is expected to result in a savings to the city of approximately \$1 million dollars over the course of the lease. The extensive renovations, which the City could not afford to undertake on its own, will also result in an up-to-date facility.

Trends

- Beginning in 2010, the Winterhurst Ice Rink Fund will transfer its portion of the City’s utility costs to cover the HB 300 Energy Efficiency Lease payment. Significant energy improvements were made on the facility in 2008.

Division Budget

Winterhurst Ice Rink Fund (Fund 530)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	307,993	176,438	32,327	-	-100%
Fringe Benefits	72,600	53,495	755	-	-100%
Travel and Transportation	507	-	-	-	
Professional Services	57,426	37,995	1,100	-	-100%
Communications	2,707	1,884	-	-	
Contractual Services	4,226	2,905	-	-	
Materials & Supplies	35,665	12,674	-	-	
Capital	2,215	-	-	-	
Utilities	266,254	270,209	362,342	400,000	10%
Other	229,054	4,880	-	-	
Debt Service	164,543	-	-	-	
Transfer or Advance	-	-	-	72,143	
Total	1,143,190	560,479	396,525	472,143	19%

Budget Overview of Human Services

Total Expenditures by Division All Funds	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Human Services Admin	177,322	167,070	186,521	277,692	49%
Division of Early Childhood	358,555	271,503	181,829	175,461	-4%
Division of Youth	907,051	956,306	824,075	748,504	-9%
Division of Aging	2,169,891	1,859,486	1,537,815	1,386,416	-10%
Health	738,691	715,204			
Total Expenditures	4,351,510	3,969,570	2,730,240	2,588,072	-5%

Total Expenditures by Category All Funds	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Salaries	2,991,860	2,354,250	1,713,426	1,663,206	-3%
Fringe Benefits	800,640	961,995	687,265	557,115	-19%
Travel and Transportation	28,494	24,903	16,112	17,208	7%
Professional Services	36,177	28,520	21,330	19,623	-8%
Communications	34,426	29,044	24,698	23,832	-4%
Contractual Services	207,581	416,388	100,204	147,547	47%
Materials & Supplies	171,727	107,543	85,278	72,513	-15%
Capital	11,205	-	6,263	10,642	70%
Utilities	23,953	21,518	55,471	55,930	1%
Other	45,448	25,409	20,192	20,456	1%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	4,351,510	3,969,570	2,730,240	2,588,072	-5%

Total Expenditures by Category General Fund	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Salaries	568,825	435,434	377,250	349,923	-7%
Fringe Benefits	199,886	247,116	218,751	163,392	-25%
Travel and Transportation	846	484	332	369	11%
Professional Services	4,240	5,028	3,102	3,018	-3%
Communications	7,048	6,044	6,471	6,206	-4%
Contractual Services	-	39,814	-	-	
Materials & Supplies	4,133	4,376	2,027	2,010	-1%
Capital	-	-	-	-	
Utilities	7,050	7,338	8,184	9,954	22%
Other	5,471	3,233	3,446	3,155	-8%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	797,498	748,867	619,561	538,027	-13%

Division of Human Services Administration

Mission

The City of Lakewood, Department of Human Services, provides a continuum of responsive programs and services that enhance and promote the health and well being of individuals, families and the community.

Description

The City of Lakewood Department of Human Services was established in April of 1992. The Department was comprised of the Divisions of Aging, Health, Youth and Early Childhood. In May 2008, the City contracted with the Cuyahoga County Board of Health to provide essential public health services for Lakewood.

Generating revenue to supplement city funding is integral to the Department's ongoing provision of programs and services. To that end, community support resulted in the development of the Lakewood Commission on Aging and its eventual evolution to The Lakewood Foundation.

The Lakewood Foundation is a 501(c) (3) charitable organization that supports and advises the City of Lakewood Department of Human Services and its collaborators by providing advocacy and fiscal management of programs, grants and charitable contributions. The Lakewood Foundation serves the Lakewood community assisting Human Services as well as other city/community groups by request including Lakewood Start a Heart, Lakewood CERT, Lakewood Veteran's Committee, and Friends of Madison Park among others by acting as the fiscal agent for their organization.

Trends

- Increased community need due to economic environment with a subsequent reduction in available resources to assist residents.
- Reduction in social prevention services with an emphasis on crisis intervention on behalf of mandated providers.

Division Budgets

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	130,857	122,498	139,078	131,682	-5%
Fringe Benefits	43,196	42,673	45,679	35,904	-21%
Travel and Transportation	223	90	52	49	-7%
Professional Services	1,440	831	576	536	-7%
Communications	905	775	809	753	-7%
Contractual Services	-	-	-	-	
Materials & Supplies	701	196	319	297	-7%
Capital	-	-	-	-	
Utilities					
Other	0	7	6	6	-7%
Debt Service					
Transfer or Advance					
Total	177,322	167,070	186,521	169,225	-9%

HRP (Fund 246)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries			-	90,948	
Fringe Benefits			-	14,052	
Travel and Transportation			-	1,967	
Professional Services			-	500	
Communications					
Contractual Services					
Materials & Supplies			-	1,000	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	-	108,467	

Total	177,322	167,070	186,521	277,692	49%
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2009 Accomplishments

- Implemented Human Services Initiative including establishment of a review committee of elected officials and department personnel, completion of a service and cost analysis, unduplicated count of all persons served by the department and a cost per person for service areas.
- Collaborated with Live Well Lakewood committee members to complete a 10 week community wellness challenge, community health fair and women's wellness event.

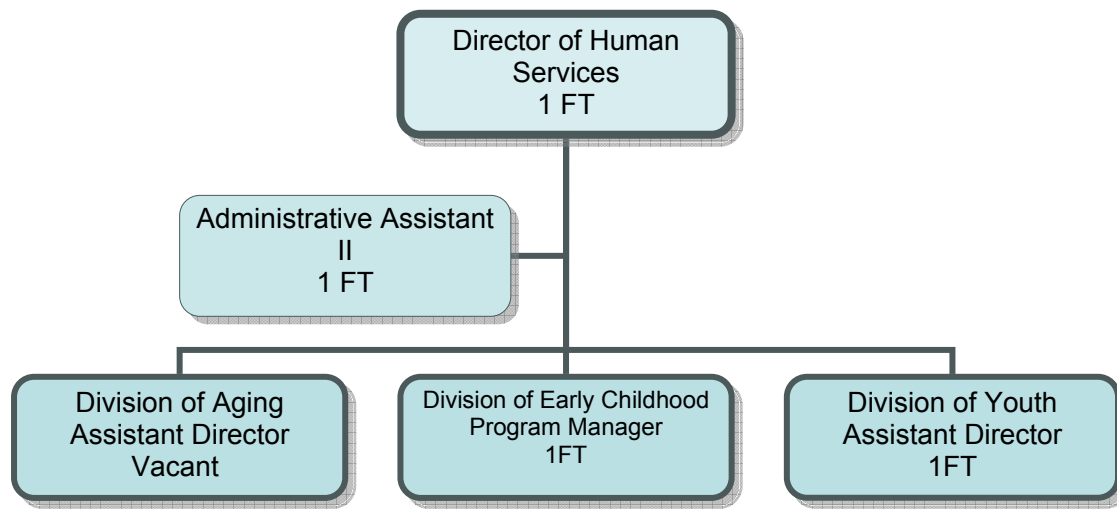
Division of Human Services Administration

- Established the Lakewood Complete Count Census Committee including convening of several organizational meetings and a training by the US Census Bureau to ensure maximum completion of Census questionnaires by Lakewood residents.

2010 & Beyond Goals

- Address Healthy Lakewood Partnership substance use focus area through Drug Free Communities Coalition in partnership with Asian Services.
- Complete Human Services Initiative through addressing potential collaborative approaches to service delivery in the areas of senior resident socialization and transportation services and housing assistance.
- Commence work of Complete Count Census Committee and collaborate with community partners to assist in securing locations for questionnaire assistance centers, conducting local public information campaign, engaging community residents for employments and other related activities through July 2010.

Organizational Chart



Personnel

	As of Dec. 31 2007	As of Dec. 31 2008	As of Nov. 15 2009	Proposed 2010
Human Services Administration				
<u>Full Time Employees</u>				
Director of Human Services	1	1	1	1
Administrative Assistant II	1	1	1	1
<i>Total Full Time Employees</i>	2	2	2	2

Division of Aging

Mission

The Lakewood Division of Aging provides programs, services and activities which enhance the lives of older adults by encouraging them to live dignified, independent and productive lives in our community.

Description

The Division of Aging was established in 1973 to provide a continuum of responsive services to Lakewood's older residents. Programs and services evolved through the years contributing to Lakewood Division of Aging becoming one of the largest municipal aging programs in Ohio. The Division currently operates out of two locations – the Kathleen and Robert Lawther Center (West) at 16024 Madison Avenue, and the Senior Center East Meal Site at 12400 Madison Avenue.

The Division underwent re-organization in 2008 with changes in programs and services. The primary goal of the Division's core programs and services remains the same – enabling older residents to safely stay in their homes and community while sustaining a quality of life that is both meaningful and productive. This is accomplished through the administration of service programs in five core areas:

- Transportation Services
- Nutrition Services
- Supportive Services
- Volunteer Program
- Other Programs and Activities

Trends

- Projected State of Ohio budget reductions will affect future funding for senior services.
- Cuyahoga County Department of Senior and Adult Services reduced personnel and eliminated non-mandated programs such as the Kinship Care program.
- The demand for transportation assistance is increasing while resources are being eliminated or reduced by community-wide providers such as the RTA Circulator program.

Division Budgets

Aging Fund Budget (Fund 250)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	1,202,384	1,016,557	959,593	897,230	-6%
Fringe Benefits	241,431	420,217	390,984	307,080	-21%
Travel and Transportation	8,625	7,087	4,818	4,481	-7%
Professional Services	10,744	3,099	3,768	3,505	-7%
Communications	15,342	14,825	16,050	14,926	-7%
Contractual Services	2,088	1,556	704	655	-7%
Materials & Supplies	103,808	79,894	60,043	58,539	-3%
Capital	-	-	6,263	10,642	70%
Utilities	-	-	47,286	43,976	-7%
Other	7,545	6,161	11,493	11,101	-3%
Debt Service					
Transfer or Advance					
Total	1,591,967	1,549,396	1,501,003	1,352,134	-10%

Aging Fund Budget (Fund 251)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	400,517	189,083			
Fringe Benefits	129,641	69,419			
Travel and Transportation	1,345	899			
Professional Services	488	282			
Communications					
Contractual Services					
Materials & Supplies	1,805	208			
Capital					
Utilities	9,529	6,800			
Other	446	446			
Debt Service					
Transfer or Advance					
Total	543,771	267,137	-	-	

Division of Aging

CDBG (Fund 240)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	29,586	37,961	31,851	29,695	-7%
Fringe Benefits	4,567	4,991	4,961	4,587	-8%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	34,153	42,952	36,812	34,282	-7%
TOTAL EXPENDITURES	2,169,891	1,859,486	1,537,815	1,386,416	-10%

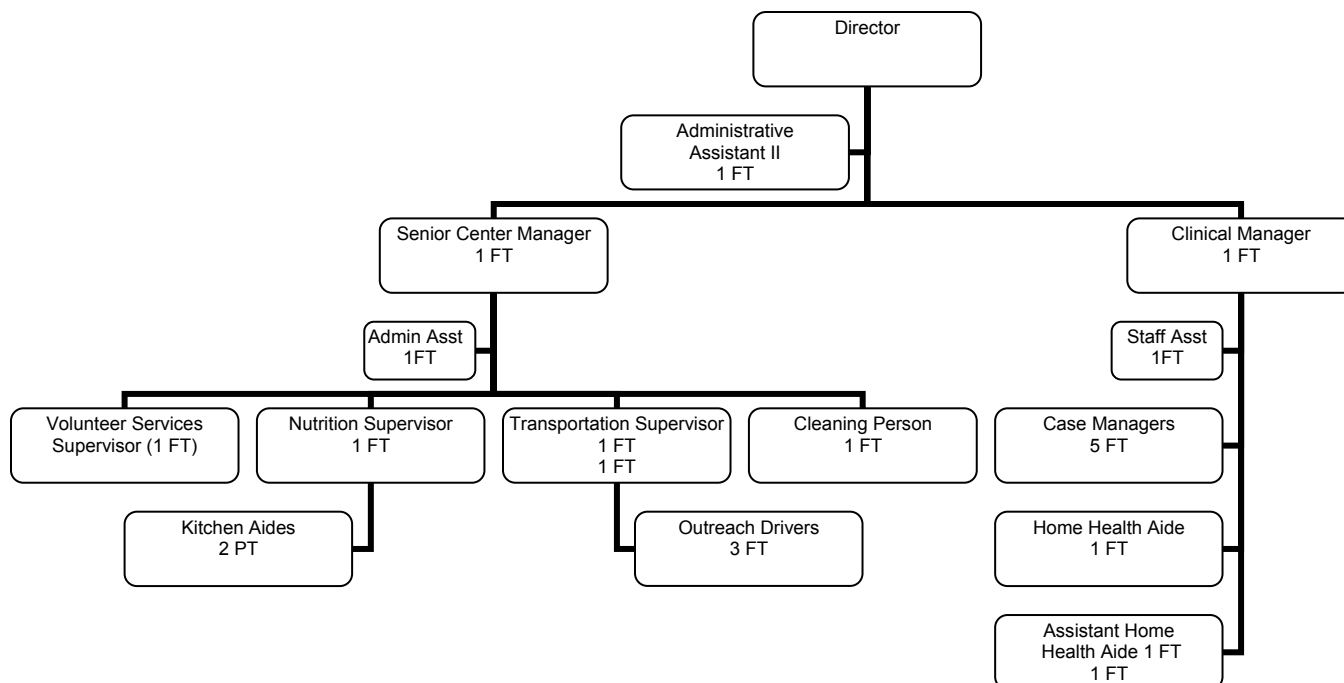
2009 Accomplishments

- Increased efficiency and service delivery of grocery shopping transportation services in response to reduction of available community transportation. Efficiencies were achieved by reducing the number of days the service was provided from three to two, and by increasing the number of individuals in the vehicle through the establishment of neighborhood routes.
- Expanded capacity for weekend home delivered meals by 43% through the American Recovery and Re-investment Act and the Western Reserve Area Agency on Aging.
- Expanded availability of Senior Building Service Coordinators service delivery from only building residents to neighborhood community residents as a result of changes in H.U.D. regulations.

2010 Goals

- Complete Human Services Initiative, with emphasis on senior programs including transportation, nutrition and socialization services.
- Submit Specialized Transportation Proposal to replace one existing transit vehicle and remove from service at least two total vehicles from the fleet.
- Partner with A.A.R.P. to provide tax filing services for area seniors by providing work space two days per week and establishing a reservation line.
- Participate in the Lakewood Complete Count Committee, including the provision of assistance to senior residents in completing and submitting census forms.

Organizational Chart



Personnel Staffing

Division of Aging	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Full Time Employees				
Assistant Director/ Human Services	1	1	0	1
Administrative Assistant I	1	1	1	1
Assistant Home Health Aid	2	1	1	1
Clinical Manager	1	1	1	1
Home Health Aide	7	1	1	1
Human Services Case Manager	6	5	5	5
Nursing Supervisor	1	0	0	0
Nutrition Supervisor	1	1	1	1
Outreach Driver	5	3	3	3
Program Coordinator	1	0	0	0
Public Health Nurse	1	0	0	0
Senior Center Manager	1	1	1	1
Staff Assistant	1	1	1	1
Transportation Supervisor	1	1	1	1
Volunteer Services Supervisor	1	1	1	1
Cleaning Person	1	1	1	1
Custodian	1	1	0	0
Total Full-Time Employees	33	20	18	19
Part Time Employees				
Assistant Home Health Aid	1	0	0	0
Bus Driver	2	0	0	0
Home Health Aide	1	0	0	0
Human Services Case Manager	1	0	0	0
Kitchen Aide	4	2	2	2
Office Assistant	2	0	0	0
Total Part Time Employees	11	2	2	2

Division of Youth

Mission

The mission of the Division of Youth is to promote the fundamental importance of strong and resilient families and children through a continuum of services that enhance child and family well-being; encourage and support maximum educational and personal attainment of Lakewood's children by helping reduce barriers to positive mental health; assist families and youth in taking responsibility for their actions and ultimately their well-being; development of leadership, personal responsibility and a sense of community among our young people; and connect families with resources to help them meet their changing needs, goals and opportunities.

Description

Drawing on evidence-based models, the Division of Youth delivers a continuum of core services and interventions to vulnerable families and at-risk youth, and provides youth development opportunities and activities for Lakewood students.

The Division underwent several budget and programming changes in 2008. Current programming includes outreach services, consultation services, and community and inter-departmental collaboration. Outreach Services engage families and young people in community-building and conflict resolution, and help them to acquire skills that enrich their family life and relationships. Consultation helps parents and caregivers problem-solve personal, parenting or family issues in a supportive and confidential setting. Community and Inter-Departmental Collaboration enables the Division to join with community groups and/or other city Departments to provide interventions to families to insure Lakewood remains a livable, safe community in which families can thrive. Programs include:

- Youth Development and Activities such as H2O (Help to Others) and the Snow Removal Program
- Juvenile Diversion
- Family to Family System of Care

Trends

- Families are facing extreme negative economic conditions and service providers are competing for shrinking resources to assist them.
- The current economic environment has had a negative impact on the availability of non-profit and government human services resources, allowing for delivery of only crisis-based, as opposed to preventative services.

Division Budgets

General Fund (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	365,130	259,445	197,849	177,919	-10%
Fringe Benefits	133,197	171,971	154,511	113,219	-27%
Travel and Transportation	623	394	279	320	15%
Professional Services	1,751	3,186	1,877	1,879	0%
Communications	4,797	3,990	4,371	4,253	-3%
Contractual Services	-	39,814	-	-	
Materials & Supplies	3,140	3,966	1,640	1,650	1%
Capital	-	-	-	-	
Utilities	7,050	7,338	8,184	9,954	22%
Other	4,462	2,147	2,361	2,147	-9%
Debt Service					
Transfer or Advance					
Total	520,149	492,251	371,073	311,341	-16%

Help to Others Fund (Fund 277)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	26,374	30,333	32,748	31,586	-4%
Fringe Benefits	4,035	4,682	5,060	4,880	-4%
Travel and Transportation	693	780	611	900	47%
Professional Services	-	-	-	100	
Communications	446	541	378	700	85%
Contractual Services					
Materials & Supplies	2,323	5,486	2,779	3,965	43%
Capital					
Utilities					
Other	130	128	119	200	68%
Debt Service					
Transfer or Advance					
Total	34,001	41,950	41,695	42,331	2%

Division of Youth

Division Budgets, continued

Juvenile Diversion Program Fund Budget (Fund 279)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	12,261	24,410	30,463	15,071	-51%
Fringe Benefits	1,869	3,792	4,707	2,329	-51%
Travel and Transportation	-	-	-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	345	29	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	14,475	28,231	35,170	17,400	-51%

Family to Family Program Fund Budget (Fund 281)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	233,385	266,177	263,435	226,233	-14%
Fringe Benefits	35,631	40,035	39,972	34,715	-13%
Travel and Transportation	6,367	10,500	7,396	6,000	-19%
Professional Services	14,425	17,496	14,460	12,500	-14%
Communications	2,224	1,690	1,800	2,000	11%
Contractual Services	2,376	-	500	54,892	10878%
Materials & Supplies	13,037	12,798	20,429	7,000	-66%
Capital	1,527	-	-	-	
Utilities	1,240	1,388	-	2,000	
Other	7,414	13,120	5,135	6,000	17%
Debt Service					
Transfer or Advance					
Total	317,627	363,203	353,127	351,340	-1%

Emergency Shelter Grant (Fund 241)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	18,198	26,825	20,056	22,600	13%
Fringe Benefits	2,601	3,846	2,955	3,492	18%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	-	-	-	
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
Total	20,800	30,671	23,011	26,092	13%

TOTAL EXPENDITURES	907,051	956,306	824,075	748,504	-9%
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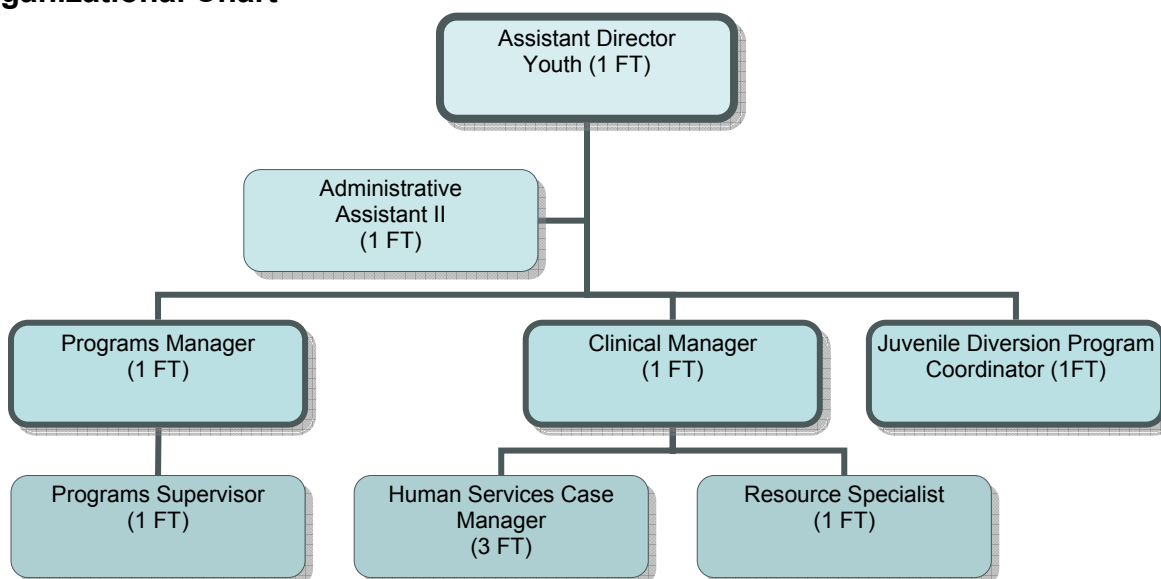
2009 Accomplishments

- Assumed the lead management of federal Homelessness Prevention and Rapid Re-housing Program (HPRP) funds, enabling retention and local control of federal stimulus funding.
- Expanded resources for families and increased General Fund offset through a partnership between the Family to Family program and Cleveland Christian Home, a Tapestry System of Care agency.

2010 Goals

- Manage HPRP grant through budget and service outcome monitoring, and implement HPRP program service delivery in partnership with Lakewood Christian Service Center.
- Work with fund development consultant to increase outside funding as well as create a sustainable development program to support the H2O (Help to Others) program.
- Coordinate and expand resources in the community through the Family to Family Collaborative.

Organizational Chart



Division of Youth

Personnel Staffing

Division of Youth	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Full Time Employees				
Assistant Director/Human Services	1	1	1	1
Administrative Assistant II	1	1	1	1
Clinical Manager	1	1	1	1
HS Case Manager	5	3	3	3
Community Resource Specialist	1	1	1	1
Juvenile Diversion Program Coordinator	1	1	1	1
Programs Manager	1	1	1	1
Program Supervisor	1	1	1	1
Total Full-Time Employees	12	10	10	10
Part Time Employees				
Clinical Manager	0	0	0	0
Office Assistant	0	0	0	0
Total Part Time Employees	0	0	0	0

Division of Early Childhood

Mission

To build on the strengths of families raising young children by providing family support programs, to offer services and resources to enhance parenting skills, and to support the commitment to quality early care and education in the Lakewood community.

Description

In 1987, based on a need identified by Lakewood families and community representatives, Lakewood Early Childhood Professionals, the City of Lakewood, Lakewood City Schools, and Lakewood Hospital initiated the Lakewood Child Care Resource and Referral Program and Community Advisory Board. In 1992 this project was expanded to become the Division of Early Childhood, and a part of the newly established City of Lakewood's Department of Human Services. The Division has maintained a commitment to programs that support universal access to family support, while recognizing the need for services that address ever-changing family situations that often bring new challenges and stressors to parents and caregivers raising young children.

Programs administered by the Division of Early Childhood include:

- Family Support Programs
- Child Care Scholarship Program
- Learn Through Play/Family Literacy
- Resource/ Referral
- Lakewood Early Childhood Professional Consortium
- Toy Lending Library
- Greater Cleveland Family Support Consortium
- Special Projects

Trends

- The Division is experiencing an increase in demand for services and basic resources on the part of young families affected by job loss or work reduction.
- While Family Support Programs are viewed as preventative, current scarce resources are focused on crisis intervention.

Division Budgets

General Fund Budget (Fund 101)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	72,837	53,492	40,323	40,323	0%
Fringe Benefits	23,493	32,472	18,561	14,269	-23%
Travel and Transportation	-	-	-	-	
Professional Services	1,050	1,011	648	603	-7%
Communications	1,345	1,279	1,290	1,200	-7%
Contractual Services	-	-	-	-	
Materials & Supplies	293	214	68	63	-7%
Capital	-	-	-	-	
Utilities					
Other	1,009	1,079	1,078	1,002	-7%
Debt Service					
Transfer or Advance					
Total	100,027	89,546	61,968	57,461	-7%

Community Development Block Grant Fund (Fund 240)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	23,215	22,526	18,086	22,520	25%
Fringe Benefits	3,644	3,464	2,775	3,480	25%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	58,634	81,221	99,000	92,000	-7%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	85,494	107,211	119,861	118,000	-2%

Division of Early Childhood

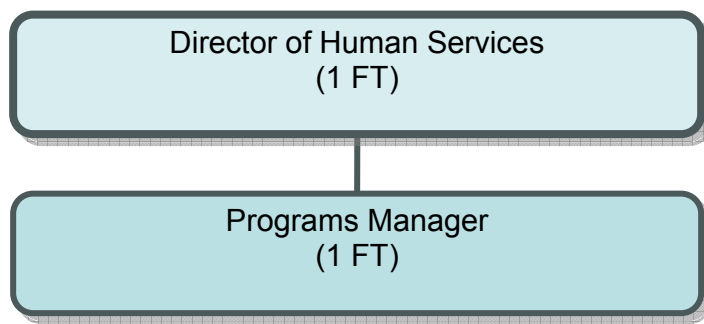
Family Day Care Program (Fund 278)	2007 Actual	2008 Actual	2009 Estimated	2010 Budget	Percent Change 2009-2010
Expenditures by Category					
Salaries	27,652	10,144			
Fringe Benefits	4,258	1,567			
Travel and Transportation	1,139	240			
Professional Services	150	15			
Communications	79	-			
Contractual Services	139,002	62,780			
Materials & Supplies	753	-			
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	173,034	74,746	-	-	
TOTAL EXPENDITURES	358,555	271,503	181,829	175,461	-4%

2009 Accomplishments

- Implemented family literacy programs at Harrison and Horace Mann Elementary Schools for parents with a pre-Kindergarten or Kindergarten aged child. Children/families were referred by the Parent Resource Social Worker at each school.
- Completed one full year of family support programming at the East End Family Room with support from Lakewood Kiwanis. The Kiwanis Club of Lakewood has made a commitment to continue this support through 2010.
- Successfully re-allocated existing Department/Division personnel and volunteers to retain Family Support Programs at the same level as 2008 prior to staff reductions.
- Conducted participant outcome evaluation survey in collaboration with the Family Room Parent Advocacy Council utilizing Survey Monkey technology.

2010 Goals

- Secure funding to continue to offer Family Support Programs in both the East and West Family Room locations.
- Create and launch a Facebook page for the Lakewood Family Room with support from the Parent Advocacy Council.
- Participate in the Lakewood Complete Count Committee, including provision of assistance in identifying and assisting families with young children in completing and submitting census forms.

Organizational Chart**Personnel Staffing**

Division of Early Childhood	As of Dec. 31, 2007	As of Dec. 31, 2008	As of Nov. 15, 2009	Proposed 2010
Full Time Employees				
Programs Manager	1	1	1	1
Programs Supervisor	1	0	0	0
Total Full-Time Employees	2	1	1	1
Part Time Employees				
Outreach Specialist	0	0	0	0
Project Specialist	1	0	0	0
Office Assistant	1	0	0	0
Staff Assistant	0	0	0	0
Total Part Time Employees	2	0	0	0